ACCRA METROPOLITAN ASSEMBLY

MEDIUM-TERM DEVELOPMENT PLAN, 2026-2029

Under Resetting – Ghana Agenda: Creating Jobs, Ensuring Accountability and Promoting Shared Prosperity

Prepared by:

MPCU, AMA

AUGUST 2025

FOREWORD

The 2026–2029 Medium-Term Development Plan of the Accra Metropolitan Assembly outlines a strategic framework for implementing key developmental projects and programmes that benefit the residents of the City of Accra. It is anchored in the National Development Policy Framework, which envisions an optimistic, self-reliant, and prosperous nation a country that thrives on the innovative use of its human and natural resources while upholding democratic principles, fairness, and equal economic opportunity for all.

Guided by this national vision, the Assembly adopted a participatory approach in formulating its Medium-Term Development Policy Plan for the next four years. The Plan also integrates key global and continental frameworks, such as the Sustainable Development Goals (SDGs) and the African Union's Agenda 2063, to ensure a harmonized and comprehensive development agenda.

Vision

A Smart, Safe, and Climate-Resilient City that offers decent jobs and shared prosperity for all residents of Accra.

Mission

To improve the quality of life in the Accra Metropolis by promoting sustainable employment through innovation and best practices, delivering essential services effectively, and ensuring transparent and accountable governance.

As the capital of Ghana, Accra draws diverse populations from across the country and the global community. While these dynamic fosters economic opportunities, it also presents significant urban challenges that demand practical and forward-thinking solutions.

Key issues confronting the city include waste management, traffic and human congestion, pollution, unemployment, revenue mobilization, climate change, natural and human-induced hazards, vulnerabilities, and the impact of public health crises such as the Covid-19 pandemic.

This development plan therefore presents a comprehensive set of strategies to tackle these pressing urban challenges and foster a resilient, inclusive, and sustainable city. It also highlights various investment opportunities, partnerships, and support mechanisms necessary to mobilize resources for the successful implementation of the Plan.

Hon. Michael Allottey Pappoe

Mayor, Accra Metropolitan Assembly

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AAP	-	Annual Action Plan
ABS	-	Ablekuma South
ADMIN	-	Administration
AMA	-	Accra Metropolitan Assembly
ASK	-	Ashiedu Keteke
BECE	-	Basic Education Certificate Examination
BIGRS	-	Bloomberg Initiative for Global Road Safety
DACF	-	District Assembly Common Fund
DMTDP	-	District Medium-Term Development Plan
DPAT	-	District Performance Assessment Tool
DPU	-	Development Planning Unit
GAMA-SWP	-	Greater Accra Metropolitan Area – Sanitation and Water Project
GoG	-	Government of Ghana
GPI	-	Gender Parity Index
GSFP	-	Ghana School Feeding Programme
GSS	-	Ghana Statistical Service
IGF	-	Internally Generated Fund
JHS	-	Junior High School
KG	-	Kindergarten
LEAP	-	Livelihood Empowerment Against Poverty
LGS	-	Local Government Secretariat
M&E	-	Monitoring and Evaluation
MLGCRA	-	Ministry of Local Government, Chieftaincy and Religious Affairs
MGD	-	Millions Gallons Per-Day
MMR	-	Maternal Mortality Rate
MPCU	-	Metropolitan Planning Coordinating Unit
MPHD	-	Metropolitan Public Health Department
MTDP	-	Medium Term Development Plan
NHIS	-	National Health Insurance Scheme
NDPC	-	National Development Planning Commission

MTDDPF	-	Medium-Term National Development Policy Framework
NMTDP	-	National Medium-Term Development Plan
NSD	-	National Sanitation Day
OHLGS	-	Office of the Head of Local Government Service
OKN	-	Okaikoi North
PBB	-	Programme-Based Budgeting
PF	-	Programme Financing
POA	-	Programme of Action
PPD	-	Physical Planning Department
PROG	-	Programme
PTR	-	Pupil-Teacher Ratio
RFG	-	Responsive Factor Grant
SDGs	-	Sustainable Development Goals
SQKM	-	Square Kilometres
WASSCE	-	West Africa Senior School Certificate Examination

ACKNOWLEDGEMENTS

The entire Accra Metropolitan Assembly extends its heartfelt appreciation to the God for His boundless grace and the wisdom that guided the successful preparation of this Development Plan.

Our sincere thanks also go to the Regional Coordinating Council, the Metropolitan Chief Executive and the Metropolitan Coordinating Director for their invaluable contributions towards the completion of this Plan.

We are equally thankful to all Honourable Assembly Members, Sub-Metro Council Members, Unit Committees, Traditional Authorities, Civil Society Organisations, various agencies, corporate bodies, and all stakeholders who generously provided the data directly or indirectly and support essential to this task. It was a pleasure collaborating with you and we express our deepest gratitude.

The Planning Team included:

1. Metropolitan Chief Executive
2. Metropolitan Coordinating Director
3. Hon. Presiding Member
4. Development Planning
5. Physical Planning Department
6. Metro Finance Department
7. Metro Budget & Rating Department
8. Social Welfare & Community Development
9. Metro Statistical Department
10. Metro Works Department
11. Human Resource Department
12. Metro Waste Department
13. Administration
14. Metro Public Health
15. Metro Health Directorate
16. Metro Education Directorate

EXECUTIVE SUMMARY

The Accra Metropolitan Assembly (AMA), established under the 1992 Constitution and the Local Governance Act, 2016 (Act 936), is the highest political, administrative, and planning authority in the Metropolis. Its mandate is to promote sustainable socio-economic development through the preparation and implementation of medium-term plans, the provision and management of basic services and infrastructure, enforcement of by-laws, mobilization of resources, and facilitation of citizen participation—ensuring a resilient, inclusive, and well-governed city.

The preparation of the Accra Metropolitan Assembly's (AMA) 2026–2029 Medium-Term Development Plan (MTDP) is in line with key National Legal frameworks, including the 1992 Constitution of the Republic of Ghana, the Local Governance Act, 2016 (Act 936), the National

Development Planning (System) Regulations, 2016 (L.I. 2232), the Land Use and Spatial Planning Act, 2016 (Act 925) and specifically guided by the Medium Term National Development Policy Framework (MTNDPF 2026-2029).

Guided by these legal provisions, AMA commenced the formulation of the 2026–2029 MTDP following the successful implementation of its 2022–2025 Plan. This new plan succeeds the "Agenda for Jobs: Creating Prosperity and Equal Opportunity for All (2022–2025)" and builds on its achievements. The 2026–2029 MTDP provides a comprehensive framework to guide the

Assembly's development efforts across all sectors and aligns with the national policy shift towards resetting Ghana's development agenda, with a focus on job creation, inclusive opportunities, and prosperity.

The preparation of the MTDP was led by the Metropolitan Planning Coordinating Unit (MPCU), with the support of the technical team from selected department/units and key stakeholders made up of Development Planning, Physical Planning, Finance Department, Budget & Rating, Social Welfare & Community Development, Statistical Department, Works Department, Human Resource Department, Waste Management Department, and Administration. The body mandated by Section 84 of the Local Governance Act, 2016 (Act 936) and the MTNDPF (2026-2029) to coordinate the planning process at the local level.

Emphasizing inclusivity and broad-based participation, the planning process involved three Community Engagements on needs assessment and Public Hearing, held on **22nd July, 2025 at**

the Apostolic Reform Church of Ghana which created platforms for stakeholders including traditional authorities, NGOs, CSOs, Private and Informal Sector Actors, Financial Institutions, Academia, the Media, and other interest groups to contribute meaningfully to the plan's formulation and preparation. See Annexes 6 for the Public Hearing Report and the list of stakeholders respectively

Additionally, the process entailed a thorough review of National, Regional, and Local Development Policies. It employed evidence-based approaches and scenario modelling to inform decision-making and guide the translation of strategic goals into actionable programmes and projects. These Development Plans are to be prepared and submitted to the National Development Planning Commission (NDPC) through the Regional Coordinating Councils (RCCs) for approval after the General Assembly has adopted it.

The 2026–2029 Medium-Term Development Plan (MTDP) of the Accra Metropolitan Assembly

(AMA) is being prepared as a strategic framework to guide the city's development priorities over the next four years. It reflects AMA's commitment to inclusive urban growth, improved service delivery, and enhanced resilience in alignment with national development goals and the Sustainable Development Goals (SDGs). The Scope of Development Programmes and strategic direction of the plan includes.

- Focus on people-centred programmes that address critical urban challenges in health, education, sanitation, housing, local economic development, and infrastructure.
- Strengthening of development control and land-use management through the implementation of the Structure Plan and Local Plans.
- Promotion of climate adaptation and disaster risk reduction, particularly in flood-prone communities.
- Integration of cross-cutting issues including gender equality, youth empowerment, digital innovation, and environmental sustainability.
- Enhanced collaboration with communities, traditional authorities, civil society, and the private sector.
- Accelerate Internally Generated Fund (IGF) mobilisation to support key infrastructure and social interventions.

- Improve transparency, accountability, and responsiveness in governance and public service delivery.
- Deepen community participation in planning and development decision-making processes.
- Strengthen urban resilience through targeted investments in drainage, waste management, and green infrastructure.
- Promote a digital and smart city agenda that enhances data-driven planning and service efficiency.

The MTDP 2026–2029 will serve as a comprehensive roadmap for transforming Accra into a more liveable, inclusive, and sustainable city, guided by the voices of its residents and aligned with NDPC guidelines and the Sustainable Development Goals (SDGs), to promote economic vitality, environmental stewardship, and accountable governance.

The formulation of the Accra Metropolitan Assembly's 2026–2029 development programmes followed the NDPC Preparation Guidelines, translating the city's goals into targeted, budgeted interventions that address priority needs and align with national policies and the SDGs. Built on evidence from situational analyses and broad stakeholder consultations, the programmes integrate cross-cutting issues such as climate resilience, gender equity, and digital transformation. Activities are phased for effective sequencing, cost with clear financing strategies, and designed to deliver measurable results positioning Accra as a resilient, inclusive, and competitive city.

The process built on Situational Analysis findings, which highlight sectoral performance gaps, spatial development patterns, environmental pressures, and socio-economic needs. Stakeholder Consultations at community, sub-metro, and city levels, ensuring that programmes reflect local priorities and align with national policy objectives, including the Coordinated Programme of Economic and Social Development Policies (CPESDP) and the Sustainable Development Goals (SDGs) as well as Prioritization Frameworks outlined in the guidelines, which ensure that proposed programmes are feasible, cost-effective, gender-sensitive, climate-responsive, and capable of delivering measurable results.

The National Development Policy Term Framework has five development dimensions namely.

1. Economic Development
2. Social Development
3. Environment and Human Settlements Development

4. Governance and Institutional Development
5. International Relationship

It is within these dimensions that the Assembly developed (16) developed programmes which are.

1. Financial Management Programme
2. Local Economic Development Programme
3. Agriculture Modernization and Post-Harvest Management Programme
4. Vulnerability, Social and Child Protection Programme
5. Health Improvement Programme
6. Water, Environmental Health and Sanitation Programme
7. Education Improvement Programme
8. Youth and Sports Development Programme
9. Climate Change and Environmental Sustainability Programme
10. Transport Infrastructure and Safety Management Programme
11. Spatial Development Programme
12. Governance, Accountability and Public Safety Improvement Programme
13. Sub-Structure Improvement Programme
14. Capacity Building and Productivity Improvement Programme
15. Co-ordination, Monitoring, Evaluation and Learning Programme
16. Sister Cities Relations Programme

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

The beginning chapter of the MTDP gives a brief introduction, provides a brief background of the Assembly which includes the mission and vision of AMA. It also outlines the core values, functions and mandate exerted by the Assembly as well as the organisational structure and locational map.

1.1 Vision

A Smart, Safe and Climate resilient City with decent jobs and prosperity for all Citizens of Accra.

1.2 Mission

To enhance the quality of life for residents of Accra Metropolis by fostering sustainable employment through innovation and best practices, delivering essential services efficiently, ensuring transparent and accountable governance.

1.3 Functions

The MMDAs draws its mandate from Chapter 20 of the 1992 Constitution of the Republic of Ghana which enjoins Parliament to enact relevant laws to transfer power, authority and resources from the Central Government to the Sub-national level (MMDAs). In furtherance of that, section 12 (3) of Local Governance Act, 2016 (Act 936) which establishes the Assembly also mandates it to perform among other functions.

- Be responsible for the overall development of the district.
- Formulate and execute plans, programmes and strategies for the effective mobilization of the resources necessary for the overall development of the district.
- Promote and support productive activity and social development in the district and remove any obstacles to initiative and development.

- Sponsor the education of students from the district to fill particular manpower needs of the district, especially in the social sectors of education and health, making sure that the sponsorship is fairly and equitably balanced between male and female students.
- Initiate programmes for the development of basic infrastructure and provide municipal works and services in the district.
- Be responsible for the development, improvement and management of human settlements and the environment in the district.
- In cooperation with the appropriate national and local security agencies, be responsible for the maintenance of security and public safety in the district.
- Ensure ready access to courts in the district for the promotion of justice.
- Act to preserve and promote the cultural heritage within the district
- Initiate, sponsor, or carry out studies that may be necessary for the discharge of any of the duties conferred by this Act or any other enactment; and
- Perform any other functions that may be provided under another enactment.

1.4 Mandate

The Accra Metropolitan Assembly (AMA) is one of the 261 Metropolitan, Municipal and District Assemblies (MMDAs) in Ghana and among the 29 MMDAs in the Greater Accra Region. It was established in 1898 but has gone through several changes in terms of name, size and number of Sub-Metros. When Ghana returned to constitutional rule in 1993, it derived its legal basis from Local Government Act, 1993, (Act 462) which currently has been amended as the Local Governance Act, 2016 (ACT 936), and under Legislative Instrument (L.I) 2034.

The Accra Metropolitan Assembly (AMA) derives its mandate from the 1992 Constitution of the Republic of Ghana**,** the Local Governance Act, 2016 (Act 936)**,** and other relevant legislation. As the highest political, administrative, and planning authority in the Metropolis. The Assembly is responsible for:

- Political and Administrative Leadership
- Development Planning and Implementation
- Service Delivery and Infrastructure Development
- Regulatory and Revenue Functions

- Local Representation and Participation

The Assembly's mandate is to provide leadership for the sustainable development of Accra, improve the quality of life of its residents, and ensure the efficient and transparent delivery of services in line with national policies and the aspirations of the people.

1.5 Core Values

The core values of the Accra Metropolitan Assembly are:

- Innovation and Creativity
- Effective Partnership and Inclusivity
- Respect and Responsiveness
- Dedication and Discipline
- Safe and Accessible Neighbourhoods

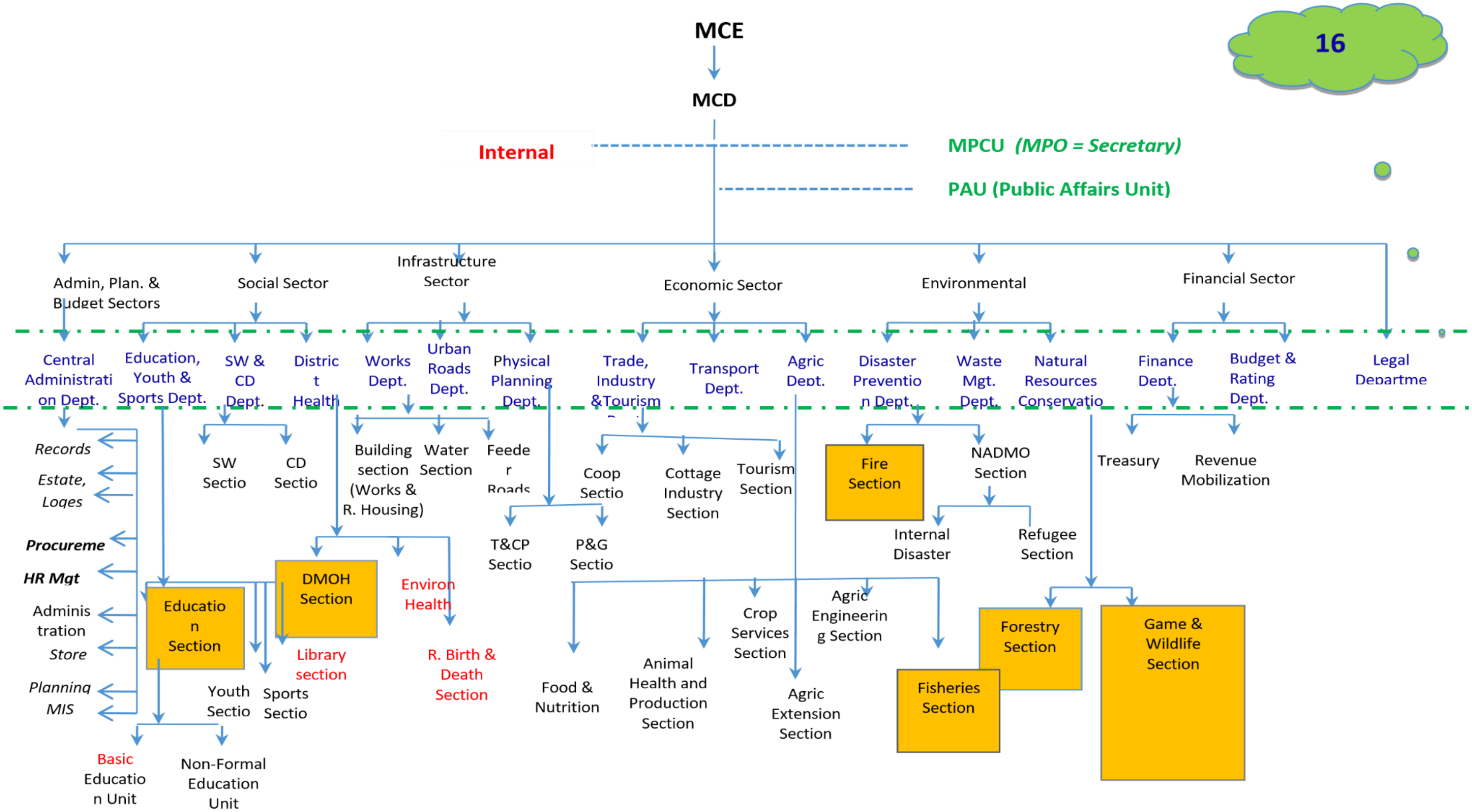
The guiding beliefs about how things should be done and serve as a compass for our actions. The RCC's winning Culture defines the attitudes and behaviours that will be required of staff to make the Vision a reality.

1.6 Organogram

The Accra Metropolitan Assembly (AMA) is one of the 261 MMDAs in Ghana and one of 29 in the Greater Accra Region. Established in 1898, it has evolved over time in name, size, and substructures. Its current legal mandate is drawn from the **Local Governance Act, 2016 (Act 936)** and L.I. 2364. AMA now comprises **three Sub-Metros**: Ablekuma South, Okaikoi South, and Ashiedu Keteke.

The Assembly operates a **three-tier structure**: Metropolitan Assembly, Sub-Metro District Councils, and Unit Committees. It has **16 departments** and **10 units**. The General Assembly has **34 members**, including 20 elected, 10 appointed, 3 Members of Parliament, and the Metropolitan Chief Executive (non-voting). AMA covers **three constituencies**: Odododiodioo, Ablekuma South, and Okaikoi South

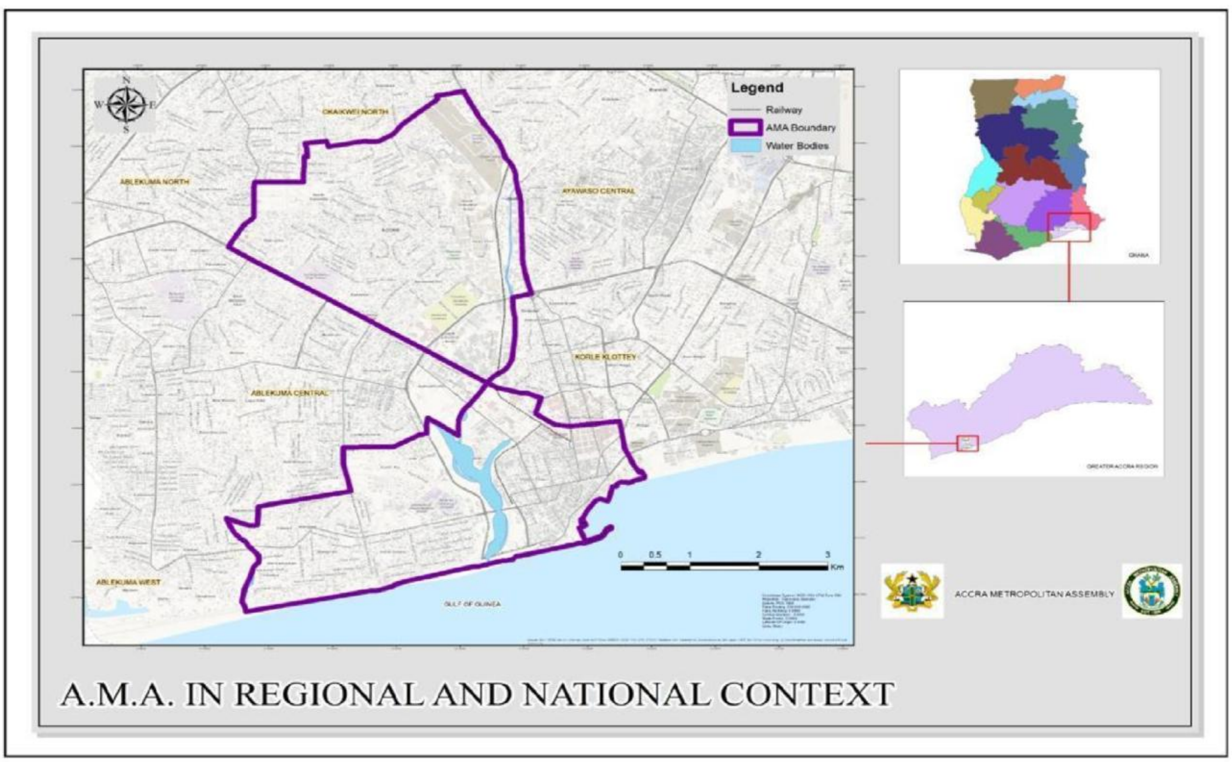
Figure 1.1 Organogram of the Metropolitan Assembly



1.7 Location

Accra Metropolitan Assembly (AMA) is located on Longitude 05°35'N and on Latitude 00°06'W. The Assembly shares boundaries with Ablekuma West Municipal Assembly to the South-Western part of the Assembly, Korle Klottey Municipal Assembly to South-East, Okaikoi North Municipal Assembly to the North, Ablekuma Central Municipal Assembly to the North-West and Ayawaso East, Central and North Municipal Assemblies to the North-Eastern Part of the Assembly. These boundary areas, hitherto, formed the entire Assembly until in 2018, where the Government upgraded seven (7) Sub-Metropolitan District Councils to new Municipalities out of the Assembly to further deepen the decentralized system of governance and planning in the Country.

Figure 1.2 Map Showing AMA in Regional Context



Source: MPCU – AMA, 2025

1.8 History of Accra

Accra, covering 23.44 sq. km along the Gulf of Guinea, began as a small fishing village in the 16th century and has since evolved into Ghana's economic and administrative hub. Its transformation accelerated in 1877 when the colonial headquarters moved from Cape Coast, attracting merchants and concentrating political and economic power. By 1899, it was the busiest port in the Gold Coast.

Although colonial policies restricted industrial development, Accra's growth surged post-independence in 1957, with increased government functions, relaxed zoning laws, and a rise in local enterprises. The 1960s and 70s saw rapid industrial and commercial expansion, prompting rural-urban migration and population growth. The continued prominence of Accra as a centre for governance, commerce, and education has led to significant immigration, with migrants accounting for over 35% of its population growth and 47% of residents born outside the city.

1.9 Structure of the Plan

Chapter One

The introductory chapter of the MTDP presents an overview of the Accra Metropolitan Assembly (AMA), including its mission and vision. It offers essential background information about the Assembly, outlines its core values, functions, and mandates, and details the organizational structure along with a locational map.

Chapter Two

Chapter two of the 2026-2029 MTDP evaluates the outcomes of the previous plan (2022-2025) by examining key indicators across various developmental dimensions, including economic growth, social progress, environmental sustainability, infrastructure development, human settlement, governance, public accountability, and the fight against corruption.

Additionally, this chapter offers a comprehensive overview of the current conditions in the City of Accra, addressing demographic and socio-economic factors such as health, education, sanitation, transportation, security, gender issues, and vulnerability within the community.

Chapter Three

Chapter three presents an analysis of the essential developmental priorities, goals, and objectives for the Medium-Term Development Plan. These priorities were identified through extensive consultations with stakeholders. Among the most critical issues highlighted are inadequate drainage systems, poor environmental sanitation, substandard road networks, and insufficient educational infrastructure, among others. This analysis will inform the development of annual action plans over the four-year period.

Chapter Four

Chapter four outlines the development goals, objectives, and strategies designed to tackle the prioritized development challenges while also taking into account cross-cutting issues and emerging trends. This section emphasizes the importance of data on various socio-economic conditions, which is crucial for the effective and efficient implementation of the Medium-Term Development Plan (MTDP).

Chapter Five

Chapter five entails detailed programme of Action for implementation within the four-year plan period. Critical to this chapter are Composite Programmes of Actions which consists of prioritized set of activities. The implementation of these specific activities would help address the development issues identified within the Metropolis.

Chapter Six

Building on the insights from the previous chapters, Chapter six delineates specific activities to be carried out annually. These activities are tailored to distinct sectors, including Management and Administration, Infrastructure Development and Management, Social Services Delivery, Economic Development, and Environmental Sanitation and Management. This chapter also clearly outlines the timeframe and costs associated with the implementation of these activities.

Chapter Seven

Chapter Seven concentrates on the framework for the implementation, monitoring, and evaluation of the Plan. It presents essential indicators for tracking progress, identifies stakeholders involved in the M&E process, and establishes a feedback mechanism for the M&E system.

Chapter Eight

This chapter concludes the entire Medium Term Development Plan (MTDP) by emphasizing communication channels with the intended audience. It outlines various methods for disseminating information related to plan implementation. In line with the principle of inclusivity and the commitment to fairness, equality, and equity at all levels, the Vision for the 2026-2029 Medium

Term Development Plan is to ***"Build a Resilient City by addressing Climate Change, Creating Jobs and Prosperity for all Citizens of Accra."***

CHAPTER TWO

SITUATIONAL ANALYSIS OF ACCRA METROPOLITAN

2.0 Introduction

This chapter provides a vivid picture of the performance of the Previous Plan (2022-2025) using the developmental dimensions which are Economic development, Social development, Environment, Infrastructure and Human Settlement, Governance, Corruption, and Public Accountability. It further continues with the existing conditions of the Metropolis, taking into consideration; Demographic and Socio-Economic characteristics (e.g., health, education, sanitation, transportation, security, gender related issues and vulnerability).

2.1 Performance Review

Over the past four years (2022–2025), the Accra Metropolitan Assembly (AMA) implemented the "Agenda for Jobs: Creating Prosperity and Equal Opportunity for All" policy framework, which focused on four key areas: creating opportunities for all, safeguarding the environment, maintaining a stable and safe society, and building prosperity.

In line with these goals, the AMA rolled out programs targeting socio-economic development, especially for the poor and vulnerable. The Assembly's responsibilities include urban planning, sanitation, infrastructure development, and the provision of essential services like education, healthcare, housing, and transport. To promote citizen participation, AMA organized public forums and created channels (hotlines and digital platforms) for feedback and service reporting.

Despite these efforts, the Assembly faces major financial constraints that hinder effective service delivery. Issues like budget limitations and occasional corruption impact public trust and operational efficiency. In response, the AMA is adopting digital tools such as e-governance platforms to improve transparency and reduce delays.

The Assembly aligns its strategies with the Sustainable Development Goals (SDGs), aiming for sustainable, inclusive, and resilient urban development. Governance at AMA reflects Ghana’s decentralization and democratic values, though challenges in resource management and accountability persist. Continuous innovation and community engagement are essential to address the evolving needs of Accra’s growing population.

Table 2.1 Performance Review (2022-2025)

Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium-term target	Cumulative Achievement		Remarks
				Year	Data	
Economic Development	Percentage change in Performance on IGF Collection.	71.3%	100%	2024	80.4	Significant improvement over the years
	% Change in Agric production (vegetable crops)	8.9%	8.9 ≥6.0%	2024	6.0%	Promotion of urban Agriculture
Social Development	Increase in School Enrolment at the Basic Level	29,977	31,835	2024	33,693	Exceeded target positive trajectory
	Percentage change in BECE Performance	86%	93%	2024	98%	12 percentage point improvement Monitoring learning outcomes
	Gender Parity Index	0.68	0.88	2024	1.03	Need to ensure quality and equity across genders
	Maternal Mortality Rate	42/100,000	47/1000,000	2024	67/100,000	Reduced mortality rate
	HIV/AIDS Prevalence Rate	0.2%	0.1%	2024	0.5%	Increase mobile testing services and ART coverage
Environment Infrastructure and Human Settlement	% Decrease in Open Defecation	3,943 (-80%)	100	2024	60%	Promotion of Household toilet
	Proportion of population with access to basic sanitation	50%	70%	2024	80%	Improvement due to WASH project in GAMA
	Percentage of communities covered with electricity	57%	100%	2024	80%	Non application of building permits and regulations
	Percentage of road network in good condition	391km	391km	2024	421km	Roads improvement still stance the same
	Percentage of streets named	75%	98%	2024	88%	All streets have been named, monitoring ongoing
Governance, Corruption and Public Accountability	Change in DPAT Performance	97%	99%	2022	94%	Improved performance
	Percentage change in AAP implementation	94%	100%	2024	95.1	Achieved
Emergency Planning and Response (Including COVID-19 Recovery Plan)	Percentage of immunisation coverage	80.0%	85.0%	2024	95.2	Increased education and sensitisation coverage
	Proportion of Health care system resilience	1.0	0.8	2024	4.0	The available health care
Implementationn, Coordination and Monitoring and Evaluation	Percentage of overall MTDP (2022-2025) implemented	54	100%	2024	68.2 %	Needs more focus on implementation of the entire MTDP
	Percentage of annual action plan implemented	94%	96%	2024	94.8%	Improvement in the implementation of Action Plans

Source: MPCU, 2025

2.1.1 Economic Development

The economy of the Accra Metropolitan Assembly (AMA) is diverse and vibrant, driven by commerce, services, manufacturing, tourism, and a strong informal sector. Accra, as Ghana's commercial capital, hosts major markets like Makola and serves as a hub for retail, trade, construction, and services, creating numerous job opportunities, especially through infrastructure projects.

Tourism is a significant economic contributor, fuelled by Accra's cultural and historical attractions such as the Kwame Nkrumah Mausoleum, beaches, and festivals like Homowo and the Chalewote Street Carnival. These events attract both local and international visitors, boosting the hospitality and creative arts sectors.

To support economic activities, the AMA has improved infrastructure, including roads, sanitation, housing, and transportation. Real estate and construction activities continue to expand, driven by urbanization and population growth.

The Assembly has renovated and built new markets (e.g., Makola and Kaneshie) to enhance trading conditions. It also supports small and medium-sized enterprises (SMEs) through training, funding access, and capacity building. Skill development programs, particularly for youth, focus on employability and local industry needs.

Additionally, AMA promotes local industries through business-friendly initiatives, including access to credit and training in agro-processing, in partnership with institutions like the Ghana Enterprise Agency. These efforts aim to boost productivity, job creation, and inclusive economic growth across the metropolis.

2.1.2 Social Development

The Accra Metropolitan Assembly (AMA) has made notable progress in improving access to basic services. The city boasts near 100% access to electricity and water, and improved sanitation through initiatives like "Operation Clean Your Frontage" and the deployment of street pickers in the Central Business District. Enforcement of sanitation by-laws has also intensified.

In health, the Kaneshie Polyclinic and Maternity Block were commissioned, and valid NHIS enrolment increased due to digital registration and support from partners like UNICEF. However, maternal mortality rose in 2024, largely due to referrals at Korle-Bu Teaching Hospital.

Sanitation services have been outsourced to five private companies. Informal waste collectors serve 40% of households, and over 90% of collected waste is landfilled, mostly at the Adepa landfill.

Gender empowerment initiatives targeted women and youth, including head porters and schoolchildren, with training and support provided by AMA and partners like UNICEF, WIEGO, and Glitz Africa. Women in the informal sector received training in financial literacy and reproductive health.

2.1.3 Environment, Infrastructure and Human Settlement

Infrastructure developments include 431 km of roads 91% paved with 65% in good condition. However, road maintenance has lagged due to funding issues. AMA plans to prioritize road repairs moving forward.

Under the **GARID Project**, funded by the World Bank, AMA received GHS 220,000 to mitigate flooding and improve waste management in flood-prone communities around the Odaw Basin.

Activities included desilting, community sensitization, and logistics support.

Overall, the Assembly's efforts focused on service delivery, urban resilience, health, sanitation, infrastructure, and gender inclusion, aligned with national goals and the Sustainable Development Agenda.

2.1.4 Governance, Corruption and Public Accountability

To promote good governance, transparency, and citizen participation, the Accra Metropolitan Assembly implemented 96.3% of its 2024 Annual Action Plan—slightly below the 97% achieved in the previous year. Key activities included town hall meetings, public hearings, and community durbars to share information on projects and budgets, guided by the Public Financial Management Act. Communication was enhanced through the Assembly's information van and social media platforms. Additionally, staff welfare was prioritized through the renovation of accommodations for the Metro Chief Executive and Coordinating Director.

2.1.5 Strengthening Ghana's Role in International Affairs

The Accra Metropolitan Assembly (AMA) has actively strengthened international relations to promote global recognition, economic growth, cultural exchange, and sustainable development. Key achievements include:

- **International Collaborations:** AMA partnered with organizations like IOM, UNDP, UN-Habitat, and Bloomberg Philanthropies to address migration, climate change, and urban development. Notably, a *Migrant Desk* was established to manage climate-induced migration.

- **Sustainable Development Projects:** Initiatives like the *DAS Biogas Project* and *Urban Smart Energy Project* introduced renewable energy solutions, while the *Accra Clean Project* improved waste management and supported migrant workers.

- **Sister City Agreements:** Accra signed agreements with cities including Rome, Guadalajara, and Strasbourg to boost cultural, economic, and educational cooperation.

- **Trade and Education Links:** AMA hosted trade delegations from cities like Chicago and Houston and developed scholarship and student exchange programmes with global institutions.

- **Cultural Diplomacy:** Programs like *Heritage and Diaspora Week* and the *Inform Women*

- *Campaign* advanced cultural tourism and women's empowerment.

- **Youth and Climate Action:** Through the *Youth Climate Action Fund*, Accra is engaging young people in climate initiatives as part of its Climate Action Plan.

- **Capacity Building:** Over 25 AMA staff participated in international trainings and forums, enhancing skills in governance, public health, and climate resilience.

- **Global Engagement:** The Mayor and staff represented Accra in multiple global forums, elevating the city's profile and influence in areas such as smart cities, circular economy, arts, and education.

These efforts position Accra as a forward-looking, globally connected city committed to inclusive growth and resilience.

2.1.6 Difficulties Encountered

The implementation of the Medium-Term Development Plan (MTDP) encountered several challenges, primarily due to inadequate funding. Frozen accounts, deductions from government transfers (like DACF), and heavy reliance on Internally Generated Funds (IGF) severely limited project execution.

Key obstacles included:

- Land access issues for development and agricultural projects.
- **Shifting community priorities**, delaying key projects like the James Town Abattoir.
- **Delayed payments to contractors** due to funding shortfalls.
- **Untimely and insufficient release of funds** for departmental and social intervention programs.
- **Inadequate logistics**, especially vehicles—only 34 out of 89 are functional—hampering project monitoring and evaluation.
- **Bureaucratic delays** in data access and communication with departments and agencies.
- **Inconsistent reporting formats and timelines** across departments, affecting progress reporting.

These challenges significantly impeded the Assembly's ability to fully implement and monitor its planned activities.

2.1.7 Development Implications

The Accra Metropolitan Assembly (AMA) undertook several initiatives aligned with its mission to "Improve the Quality of Life of People Living within the City of Accra by Providing Leadership and Opportunities for Social and Economic Development Whilst Maintaining a Clean, Attractive and Secured Environment." Key developments included:

- *Infrastructure Development via the District Road Improvement Programme (DRIP-2024)***:** The Assembly improved 11.5 kilometres of roads through grading and spot improvements, enhancing transportation and accessibility within the metropolis. This development not only facilitated smoother commutes but also contributed to economic activities by improving connectivity.

- *Youth Empowerment through Climate Action:* The Assembly launched the Accra Youth Climate Action Fund (AYCAF) in April 2024, supported by Bloomberg Philanthropies. This initiative funded 12 youth-led projects focusing on recycling, waste reduction, and climate education, thereby fostering environmental stewardship and creating employment opportunities for the youth.
- *Public Financial Management (PFM) Engagement*: The Assembly hosted Town Hall Meetings to showcase development projects and engage with the public on financial management, promoting transparency and accountability in the Assembly's operations.
- *Economic Development Initiatives:* The Assembly approved the establishment of a roofing sheet factory and other household items at the current Ashiedu Keteke Sub Metro office. Under Agenda 111, plans were made to expand and upgrade the Kaneshie and Mamprobi Poly Clinic to a functional hospital, complete with surgical and medical wards, theatre, paediatrics, maternity, and administrative offices, as well as a storage facility thereby boosting local economic growth and healthcare services. However, Mamprobi Polyclinic has been upgraded into a hospital. The Assembly in addition has commenced the Opera Square development project, aimed at revitalizing the area and boost economic activities.
- *Climate Change and Migration Project*: In partnership with C40 Cities and the International Organization for Migration (IOM), the Assembly prepared the First five year Accra Climate Action Plan 2020-2025 in 2020 and launched a project to better manage human mobility in the context of climate change, addressing the nexus between migration and environmental challenges.
- *Sanitation and Water Project:* The Assembly continued its involvement in the Ghana Greater Accra Metropolitan Area Sanitation and Water Project, focusing on improving sanitation and water services in the metropolis.
- *Educational and Health Infrastructure Enhancements*: The Assembly completed several projects, including a 2-unit kindergarten block, a 2-storey maternity theatre block, and a 3storey 18-unit classroom block. Additionally, a child day care centre for children of migrants in the informal waste sector and a storage facility for the Mamprobi Hospital were established, improving access to education and healthcare services.

These initiatives collectively contributed to enhancing the quality of life in Accra by promoting social and economic development, improving infrastructure, empowering the youth, and ensuring a cleaner and more attractive environment.

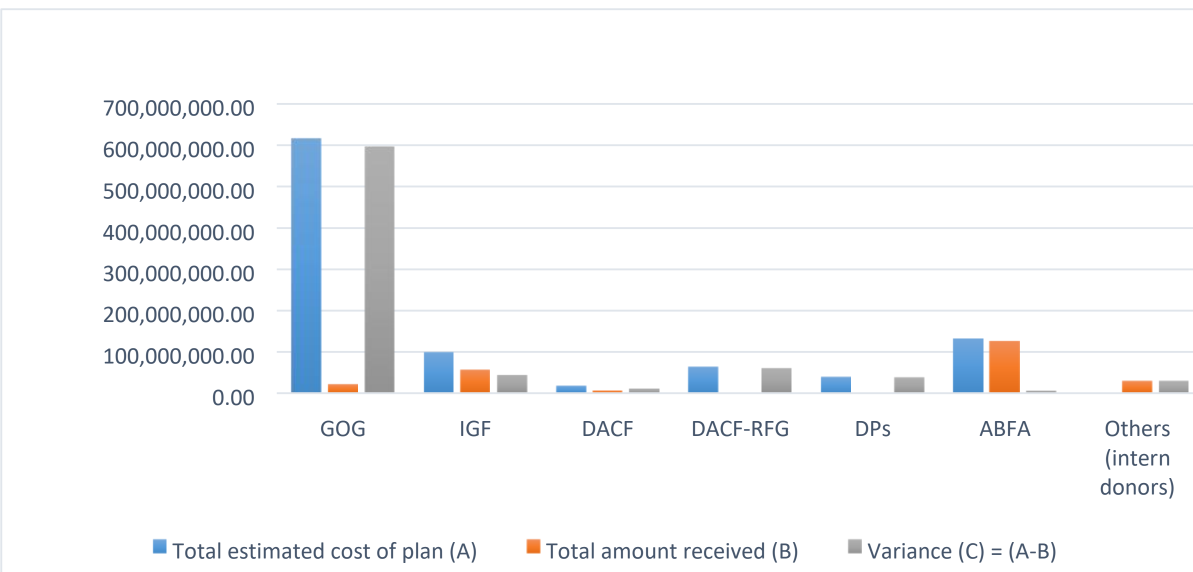
2.2 Financial Performance of the 2022-2025 MTDP

Table 2.2 Financial Performance

Source of funds	Total estimated cost of plan (A)	Total amount received (B)	Variance (C) = (A-B)
GOG	616,406,619.28	20,488,995.57	595,917,623.71
IGF	99,292,992.88	55,929,035.43	43,363,957.45
DACF	17,781,655.35	7,979,012.65	9,802,642.7
DACF-RFG	62,306,832.24	2,359,977.04	59,946,855.2
DPs	37,608,198.16	1,146,634.00	36,461,564.16
ABFA	130,440,923.97	124,662,698.99	5,778,224.98
Others (intern donors)	-	28,293,888.36	28,293,888.36
TOTAL	**963,837,221.88**	**240,860,242.04**	**779,564,756.56**

Source: Metro Finance Department, 2025

Figure 2.1 Financial Performance 2022-2025



Source: Metro Finance Department, 2025

The provided table above outlines the financial performance of a plan across various sources of funds from the years 2022 to 2025. It consists of the total estimated costs, the total amount received from different funding sources, and the variance calculated as the difference between the total received and the total estimated cost.

From the table, it could be deduced that, GOG funding had a significant shortfall, with only about 3.32% of the estimated cost received. This indicates a major funding gap that could have significant implications for project execution. The IGF has fared somewhat better, receiving approximately 56.36% of the estimated cost. While this was an improvement compared to GOG funding, there remained a considerable gap that needed to be addressed. DACF had received about 44.87% of the estimated costs. The gap indicates that while some funding was received, it is still insufficient to fully meet the planned financial needs. The District Assembly Common Fund-Responsive Factor Grant (DACF- RFG) had the largest percentage shortfall, receiving only about 3.78% of the estimated costs. Such a low funding level could jeopardize projects associated with this stream. The DPs have provided the least funding relative to their estimated costs, with only about 3.05% of the required amount. This lack of financial support from development partners raises concerns regarding project sustainability and completion.

While the ABFA actual receipts fell short of the budgeted amount by GHS 5.78 million, the 95.57% realization indicates overall strong performance. The Assembly should account for this marginal shortfall in its implementation strategy to avoid compromising priority programmes and projects.

Immediate efforts should focus on attracting more funds, particularly from GOG and DPs, as these are significant sources that are currently underperforming. Review and potentially reallocate resources to prioritize projects that are essential for immediate success, ensuring sustainability. Increased engagement with stakeholders, including government officials and development partners, is necessary to secure additional funding and clarify any misunderstandings about available resources. Implement a robust financial monitoring system to track funding and expenditures effectively, allowing for timely adjustments to the budget and resource allocation as more data becomes available.

Overall, while some funds have been received, there is a critical need for substantial additional financial support if the project is to move forward successfully and achieve its intended goals.1.2 Existing Condition.

2.3 Existing Conditions and Diagnosis

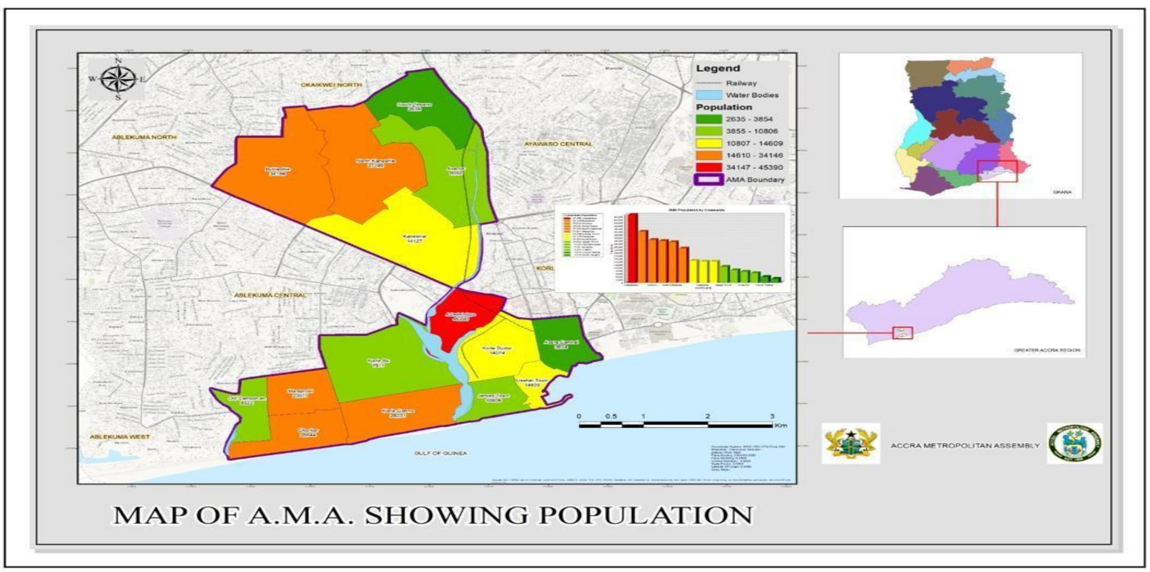
2.3.1 Demographic Characteristics

2.3.1.1 Population Size

Population dynamics are vital for effective planning, influencing areas such as housing, education, healthcare, and employment. Key demographic indicators like age-sex structure and dependency ratios help guide policy decisions. Aging populations require more healthcare, while rapidly growing populations need expanded infrastructure and services.

As per the 2021 Population and Housing Census (PHC), the Accra Metropolis had a resident population of 248,124 representing 52.8% female and 47% males within a broader city population of 2.7 million. The city experiences over 2% annual population growth and a daily influx of 1.2 million commuters. Population projections for sub-metros (Ablekuma South, Ashiedu Keteke, and Okaikoi South) from 2026 to 2029 are based on the 2021 census data.

Figure 2.2 Population of AMA



From 2026 to 2029, all three sub-metros in the Accra Metropolis are projected to experience steady population growth:

- **Ablekuma South** is expected to grow the most, from 55,760 to 60,845 a total increase of 5,085 indicating rising demand for infrastructure and services.

- **Ashiedu Keteke** will increase by 4,091, reaching 48,956, reflecting moderate but consistent growth.
- **Okaikoi South** shows the smallest growth, rising by 3,939 to 47,133, suggesting relatively slower development.

Overall, the projections point to sustained urban growth, with varying levels of development pressure across the sub-metros.

Figure 2.3 Population of the 3 Sub-Metros

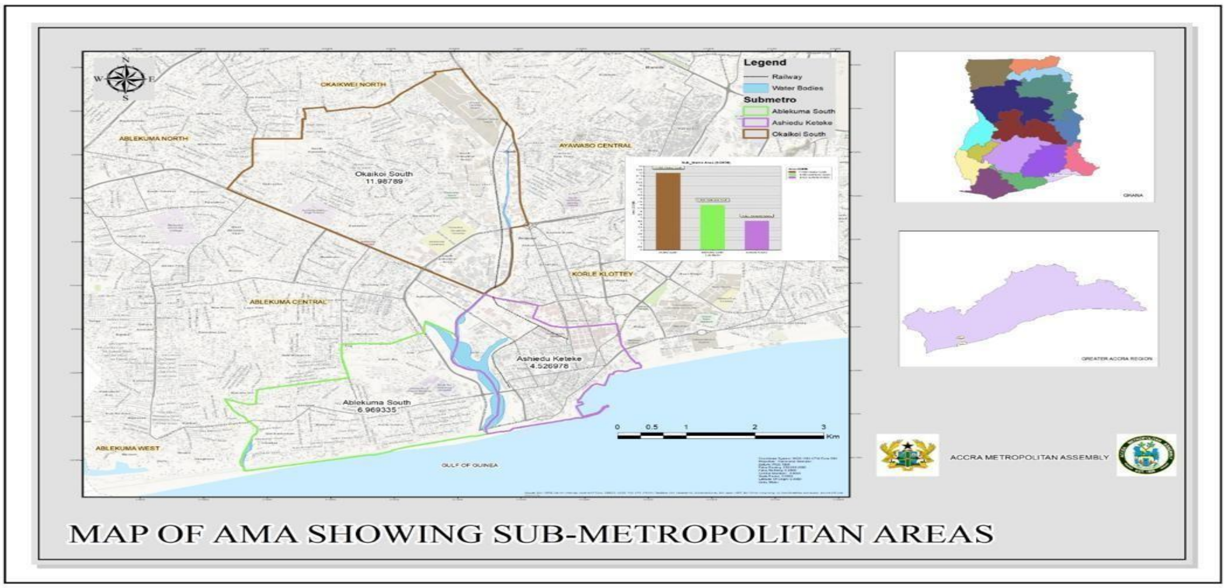
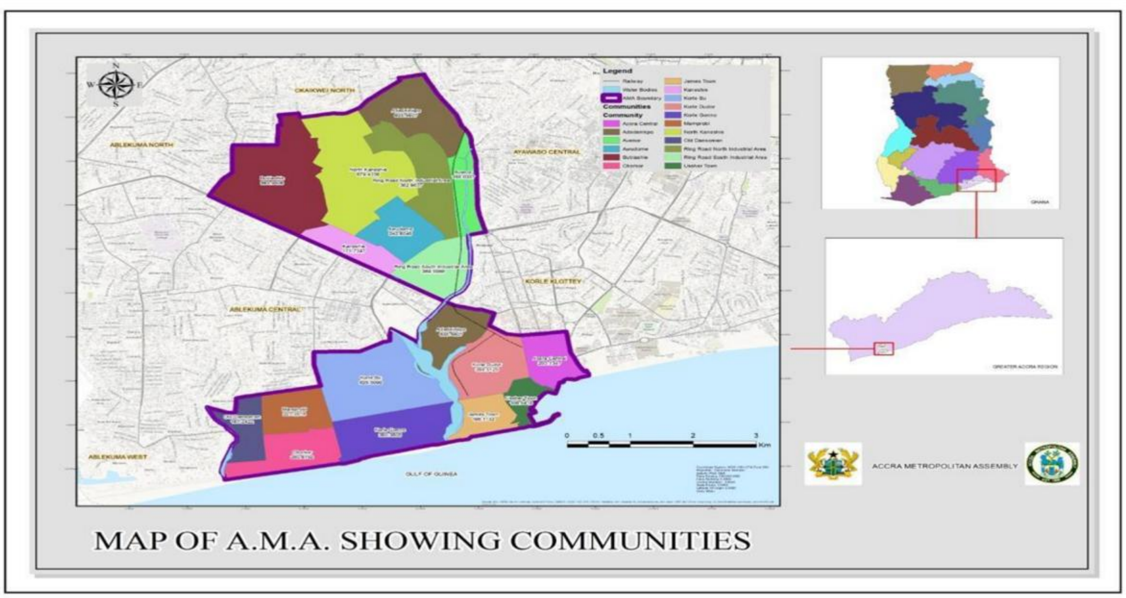


Figure 2.4 Communities and Their Respective Population



The projected population growth across Ablekuma South, Ashiedu Keteke, and Okaikoi South highlights steady urbanization driven by consistent migration trends. Though the growth is stable, it signals rising demand for essential services and infrastructure.

This growth will require targeted investments in **infrastructure**, **healthcare**, **education**, **employment**, and **housing**. The Assembly must plan proactively to avoid service strain and ensure sustainable development. Varying growth rates across sub-metros call for **area-specific policies** based on local demographic trends.

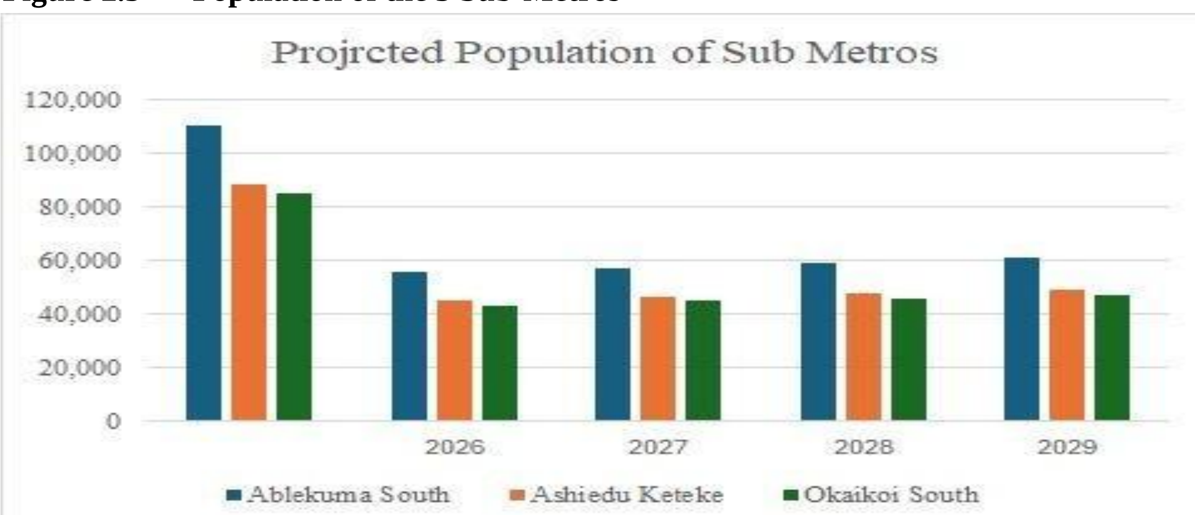
In conclusion, while population growth presents opportunities for development, it also poses challenges that must be addressed through strategic planning and resource allocation.

Table 2.3 Projected Population of Sub-Metros

SUB METRO	2021	2026	2027	2028	2029
Ablekuma South	110,158	55,760	57,450	59,146	60,845
Ashiedu Keteke	88,633	44,864	46,224	47,589	48,956
Okaikoi South	85,333	43,194	44,817	45,817	47133
TOTAL	284,124	143,818	148,177	152,552	156,934

Source: Accra Metropolitan Assembly, GSS-PHC 2021

Figure 2.5 Population of the 3 Sub-Metros



2.3.1.2 Distribution and Density

Analysing the population projections for Ablekuma South, Ashiedu Keteke, and Okaikoi South reveals that population distribution and density are key considerations for urban planning and resource allocation.

The population distribution reflects each sub-metro’s geographic advantages, access to amenities, economic opportunities, and housing diversity. Ablekuma South, with the highest population, is likely the most urbanized and accessible. Urban migration trends suggest that areas like Ablekuma South are more attractive due to better infrastructure and economic prospects.

Population density varies significantly:

Ashiedu Keteke: 23,166.0 people/km² (most densely populated)

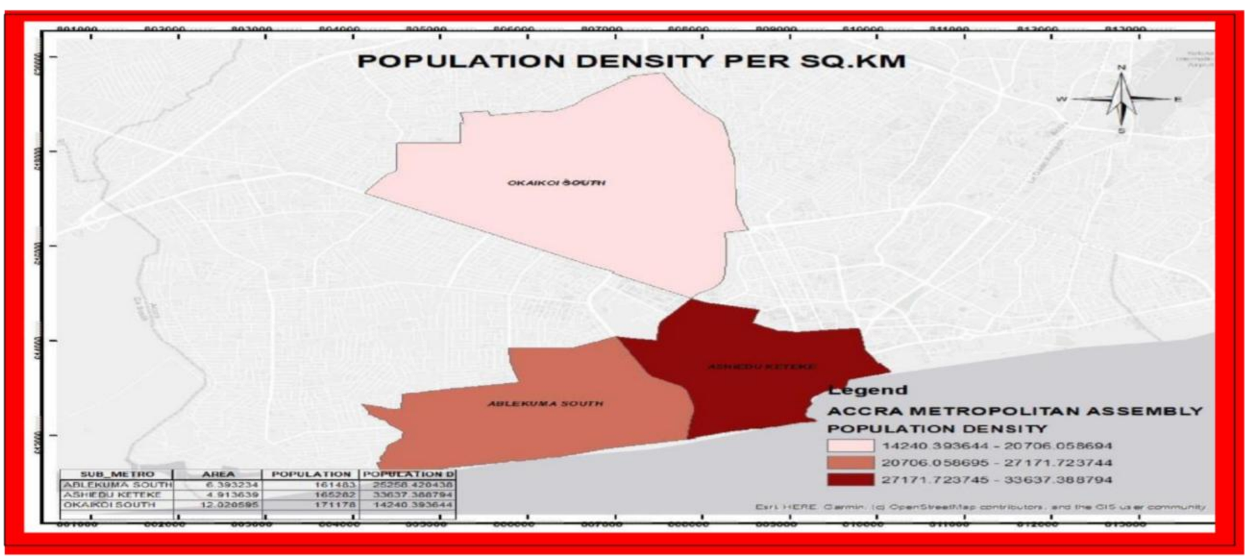
Ablekuma South: 18,113.8 people/km²

Okaikoi South: 8,096.3 people/km²

Higher densities, as in Ashiedu Keteke, present challenges like congestion, service strain, and elevated living costs. Lower-density areas like Okaikoi South offer more space but require strategic planning to ensure service accessibility. Effective planning must address transport and infrastructure development, efficient service delivery (healthcare, sanitation, and public safety), recreation and public space needs as well as housing and affordability strategies

In conclusion, understanding both the population growth and density dynamics of these sub-metros is crucial for developing sustainable, inclusive, and liveable urban environments. Policymakers must tailor their strategies to local conditions to meet both current and future demands.

Figure 2.6 Projected Population Density Per Sq. Km



Source: Accra Metropolitan Assembly, 2025

Using a 3.1% growth rate, the projected 2025 population of the Accra Metropolis is **319,617**, comprising 49% males and 51% females. The age structure peaks at the 20–24 age group (12.17%), followed by the 25–29 age group (11.41%), with females outnumbering males in almost all age categories, except the 0–4 group.

The sex ratio stands at 89.3 males per 100 females, which is lower than the national average of 95.2, possibly due to higher male mortality or male out-migration. The dependency structure indicates:

- Total dependency ratio: 46.6 (lower than the regional 53.4)
- Child dependency ratio (0–14 years): 42.6
- Old-age dependency ratio (65+ years): 9.8
- Male dependency ratio: 36.7
- Female dependency ratio: 47.8

This suggests that the Metropolis has a relatively lower burden on its working-age population (15– 64 years), indicating a more economically active population compared to the regional average.

Table 2.4 Population by Age and Sex

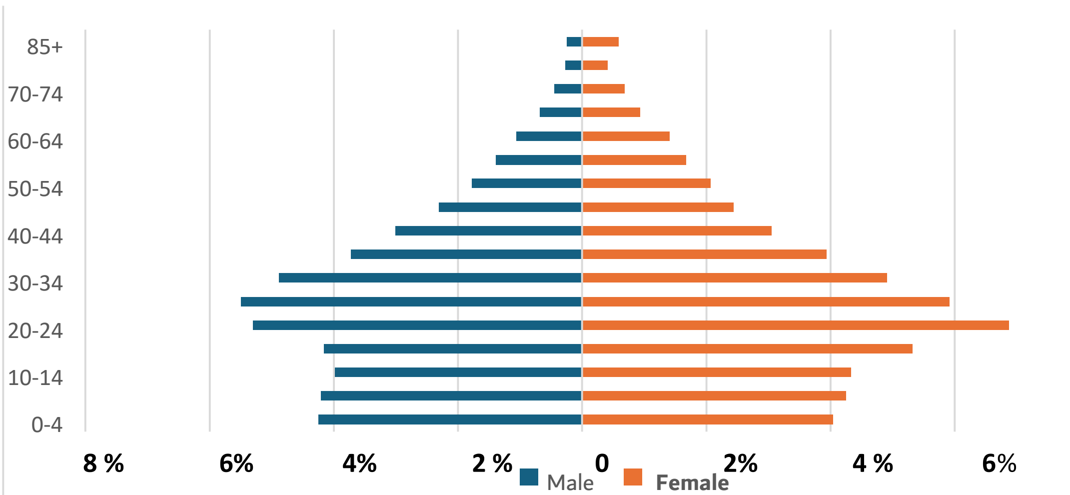
Age Group	Both sexes		Male		Fe male		Sex Ratio
	number	Percent	Number	Percent	Number	Percent	
All Ages	*284,184*	*100*	*134,045*	*47.17*	*150,139*	*52.83*	*89.28*
0–4	23,553	8.29	12,071	4.25	11,482	4.04	105.13
5–9	24,023	8.45	11,954	4.21	12,069	4.25	99.05
10–14	23,627	8.31	11,316	3.98	12,311	4.33	91.91
15–19	26,932	9.47	11,820	4.16	15,112	5.32	78.24
20–24	34,596	12.17	15,059	5.3	19,537	6.87	77.08
25–29	32,412	11.41	15,625	5.5	16,787	5.91	93.09
30–34	27,806	9.79	13,859	4.88	13,947	4.91	99.37
35–39	21,725	7.65	10,567	3.72	11,158	3.93	94.7
40–44	17,215	6.06	8,545	3.01	8,670	3.05	98.56
45–49	13,505	4.75	6,579	2.31	6,926	2.44	94.99
50–54	10,937	3.85	5,052	1.78	5,885	2.07	85.84
55–59	8,695	3.06	3,937	1.39	4,758	1.67	82.74
60–64	6,998	2.46	2,998	1.06	4,000	1.41	74.95
65–69	4,570	1.61	1,920	0.68	2,650	0.93	72.45
70–74	3,224	1.13	1,287	0.45	1,937	0.68	66.44
75–79	1,933	0.68	755	0.27	1,178	0.41	64.09
85+	2,373	0.83	701	0.25	1,672	0.59	41.93

Source: AMA-Statistics Dept, 2025

2.3.1.3 Population Pyramid

A population pyramid graphically displays a population's age and sex composition. Each year a new cohort are born and appears at the bottom of the pyramid. As the cohorts age, they inevitably lose members because of death and may gain or lose members because of migration. At the older ages, attrition process accelerates, causing the narrowing peak of all population pyramids. Such pyramids can tell a great deal about a population at a glance.

Figure 2.7 Population Pyramid of the Accra Metropolis



Source: Accra Metropolitan Assembly, 2021

As shown in Figure 2.2, the pyramid shows a youthful population which is a characteristic of most developing countries. It does not follow the expected pattern of reductions with advancing age. The people in the age group 20-24 years form the highest proportion and are followed by those in the age group 25-29 years. This expansive age structure is the result of the influx of migrants into the Metropolis, to look for job/employment opportunities. In general, there are more females than males in almost all the age groups which conform to other districts in the region. This is consistent with the fact that females constitute more than half of the total population of Ghana (GSS, 2021).

2.3.1.4 Age and Sex Composition

Age and sex are the most basic characteristics of a population. Every population has a different age and sex composition—the number and proportion of males and females in each age group and structure can have considerable impact on the population's social and economic situation.

2.3.1.5 Sex Ratio

The sex ratio is the ratio of males to females in a given population, usually expressed as the number of males for every 100 females. The sex ratio at birth in most countries is about 105 males, per 100 females. After birth, sex ratios vary because of different patterns of mortality and migration for males and females within the population. Generally, the proportion of females is higher than that of males in the Metropolis. Whereas males are 134,045, the female population is 150,079 giving a sex ratio of 89.28. The sex ratio for the Metropolis can thus be interpreted as 89 males for every 100 females. The dominance of females over males is a reflection of the nationwide trend where the estimated ratio is 103. The table reveals that between age zero to 19 (0-19), there is an increase in the sex ratio from 106.1 in age group 0 to 4 to 122.9 in age group 15 to 19. From this stage, there appears to be a sharp decline in the sex ratio from 122.9 in age group 15-19 to 94.2 in age group 20 to 24. This indicates that from that age group there are about 94 males to every 100 females. This trend continues to age group 40-44. From this particular age group and above, the ratio is more than 100, implying a male dominance in those age groups.

2.3.1.6 Age Dependency Ratio

The age-dependency ratio highlights the potential dependency burden on workers and indicates the shifts in dependency from a situation in which children are dominant to one in which older persons out number children as the demographic transition advances (that is, the transition from high mortality and high fertility to low mortality and low fertility).

The age structure of the Metropolis as indicated in Table 1.3 shows that, the age-dependency ratio for the Metropolis is 118.7, which means, that there are 119 people in the dependent ages for every 100 people in the working ages. It shows a youthful population which is a characteristic of most developing countries. The people in the age group 20-24 years form the highest proportion and are followed by those in the age group 25-29 years. These are more than expected and could be attributed to the influx of migrants into the Metropolis, perhaps for employment purposes. This implies that, higher investments need to be made in schooling and child-care by authorities.

2.3.1.7 Housing

It is estimated that, there is a total of 35,920 dwellings in the Metropolis as per the 2010 PHC. This represents 35.4% of the estimated housing needs of the Metropolis. There is, therefore, an accumulative backlog of 89,304 housing units, which are needed to reduce congestion in existing housing facilities in the Metropolis.

Accra Metropolitan Assembly has a population 13.9 persons per house which is lower when compared to that of the region and national levels which stands at 8.4 and 7.3 respectively.

Table 2.5 Stock of Houses and Households

Categories	Total country	Region	Accra Metropolis
Total population	32,520,000	5,455,692	289,124
Number of houses	5,862,890	149,789	38,125
Number of households	8,345,414	1,702,160	98,298
Population per house	7.3	8.4	-
Average household size	3.8	3.9	2.8

Source: Accra Metropolitan Assembly, GSS 2021

The average household size in the Metropolis is 2.8, aligning with the national average but higher than the regional average, indicating about 5 persons per household. Private individuals dominate housing delivery, accounting for over 90%, while estate developers and government agencies contribute the remaining 10%. The Assembly has implemented strict development control measures to regulate the conversion of residential properties into mixed-use developments. Efforts are underway to upgrade slums and low-income communities, aiming to improve living conditions and reduce the spread of communicable diseases like cholera. However, challenges persist, including inadequate access to water, sanitation, secure tenure, quality building materials, and space. Accra’s urbanization strategy emphasizes civic education, public awareness, and shared responsibility as critical to driving inclusive and sustainable urban development.

2.3.2 Physical Characteristics

2.3.2.1 Vegetation

Terrestrial Vegetation

Over the last century, Accra's vegetation has changed drastically, shifting from dense forest cover to a mix of shrub land, grassland, and coastal vegetation. These changes are attributed to climate change, topography, and human activities, including urbanization and agriculture.

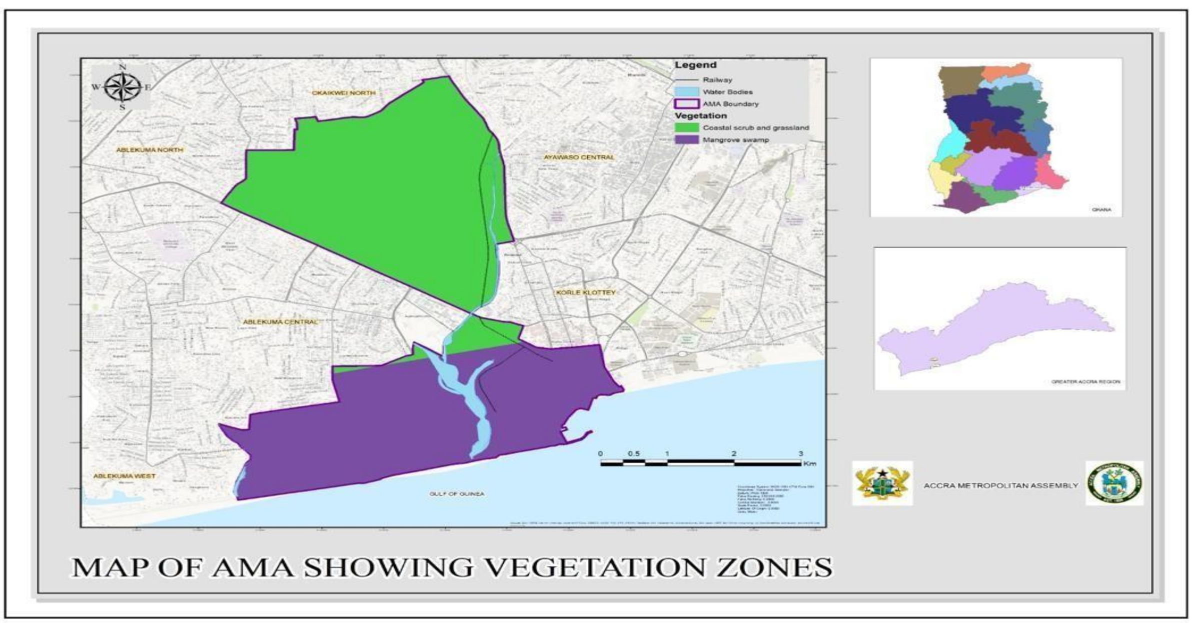
1. Vegetation Zones:
   - Shrub Land: Found mainly in the western outskirts and near the Aburi Hills.

- Characterized by short trees and undergrowth grasses.
- Grassland: Features low grasses and herbs, often flourishing after fires.
- Coastal Zone: Includes wetlands (with mangroves, salt-tolerant grasses, and important wildlife habitats) and dunes (home to shrubs, grasses, and declining coconut palms planted in the 1920s).

2. Environmental Challenges:
   - Encroachment on wetlands threatens fish breeding grounds and bird habitats.
   - Deforestation and coastal erosion have led to the loss of over 80% of historic coconut plantations, worsening shoreline degradation.
   - Loss of green spaces and the Achimota Forest Reserve (now under Ayawaso West Municipality) due to population growth and development.
3. Introduced Species:
   - Non-native trees like neem, mango, cassia, and avocado are widespread.
   - Ornamental plants, such as bougainvillea, are commonly used in landscaping.

The transformation of Accra's vegetation reflects a broader trend of urban expansion and environmental degradation. Urgent, sustainable management of green spaces is needed to mitigate the ecological impacts of continued urban growth.

Figure 2.8 Map Showing the Vegetation of the Assembly



Source: AMA, Physical Planning Department, 2025

Aquatic Vegetation:

The coastal zone supports mangroves, salt-tolerant grasses, sea grasses, and algae, especially in rocky, wave-cut areas exposed by erosion. Sea grasses are ecologically vital as they provide habitat and food for shrimp, prawns, and fish, though they are mostly found in protected coastal areas and lagoons due to seabed instability.

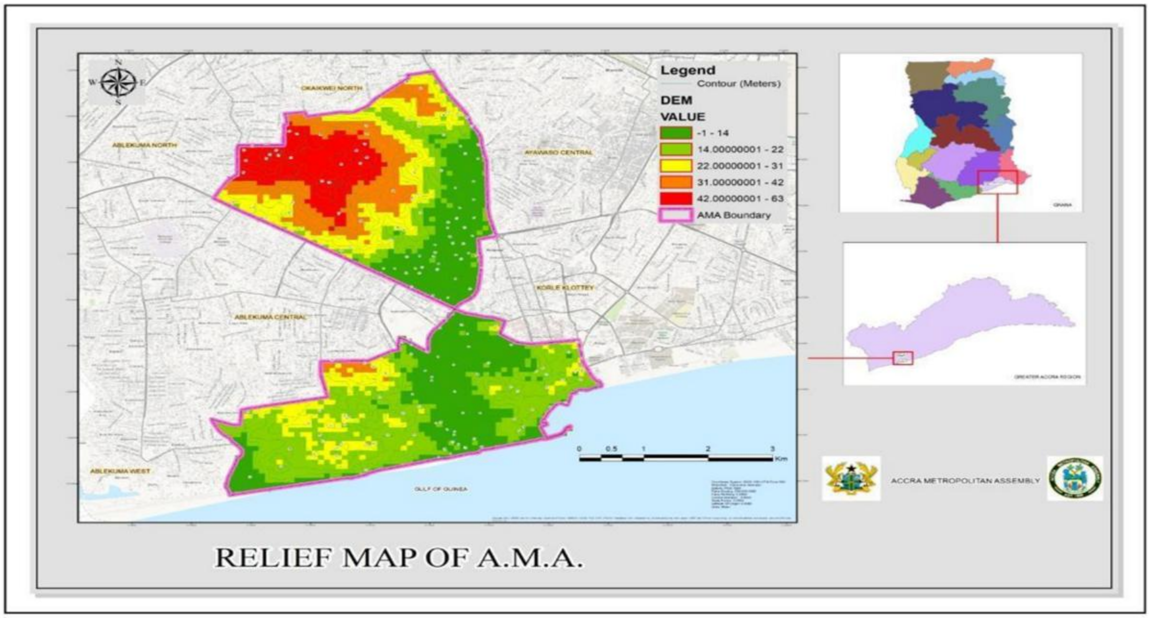
Terrestrial Fauna-Urban expansion has displaced most wildlife inland. Remaining fauna includes snakes (some venomous) and lizards, along with domestic animals such as pigs, goats, cattle, sheep, horses, and chickens.

Aquatic Fauna: Lagoon systems support crustaceans, mollusks, gastropods, and fish, serving as breeding and feeding grounds. Pollution and habitat modification, especially in Korle Lagoon, have degraded water quality and made some species unsafe for consumption. The ocean zone hosts a variety of pelagic and bottom-feeding fish (e.g., grouper, mackerel, red fish, shark). Offshore stocks remain stable due to selective fishing techniques, while onshore fish populations are declining due to overfishing of juveniles—posing risks to coastal livelihoods.

Geology:

The region's bedrock includes Precambrian formations (Dahomeyan Schists, Granites, Gneiss, Amphibolite). Also features the Togo Series (Quartzite, Phyllites, Quartz Breccias) and Palaeozoic Acarian Sediments (sandstone, shales, and gypsum lenses). Accra's ecological balance is increasingly under pressure from urbanization, pollution, and overfishing. Protecting coastal vegetation, lagoon ecosystems, and ensuring sustainable resource use is critical for environmental health and community livelihoods. The area's complex geology underpins both its natural resilience and development challenges.

Figure 2.9 Map Showing the Geology of the AMA



Source: AMA Physical Planning Department, 2025

2.3.2.2 Coastal Geography

The coastline of Accra features a combination of resilient rock outcrops, natural platforms, and sandy beaches, particularly near the mouths of the lagoons. Its exposure is largely due to the close proximity of the continental shelf and the impacts of strong coastal winds, which contribute significantly to erosion.

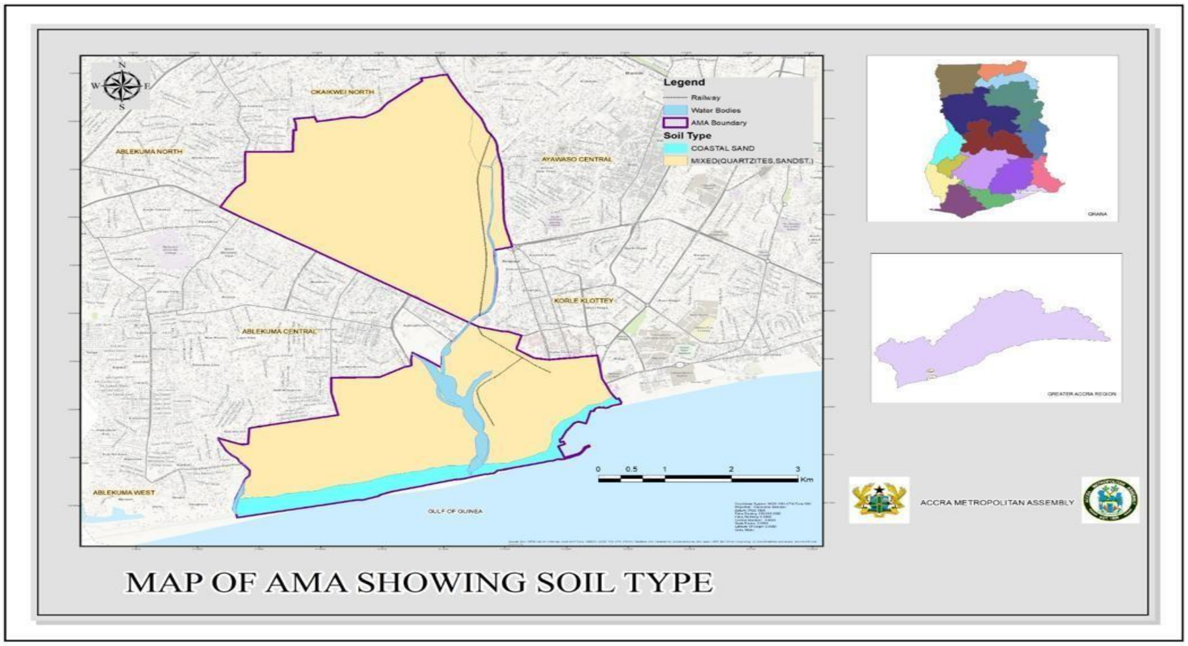
The lagoon systems along the coast are relatively small, and their natural flushing is hindered by siltation and the construction of embankments that restrict tidal flow. The largest lagoon, Korle Lagoon, acts as a retention pond for storm water during heavy rainfall, playing a crucial role in urban flood management.

2.3.2.3 Soil Composition

The soils in the Accra Metropolitan Assembly can be classified into four primary groups. They are drift Materials which deposits caused by windblown erosion. Alluvial and Marine Motted Clays that are relatively recent soils derive from surrounding shales. Residual Clays and Gravels are created from the weathering of quartzite, gneiss, and schist rocks. And lastly, Lateritic Sandy Clay Soils which originate from weathered Accarian sandstone formations.

In certain low-lying, poorly drained areas, pockets of alluvial 'black cotton' soils are present, characterized by their high organic content. These soils can expand and contract significantly, potentially leading to issues with foundations and footings. Some areas exhibit strongly acidic lateritic soils that, when saturated, can attack concrete foundations, leading to honeycombing. Near the foothills, extensive deposits of alluvial laterite gravels and sands are found, many of which are being harvested for construction purposes.

Figure 2.10 Various Soil Type in the Metropolis



Source: AMA Physical Planning Department, 2025

2.3.2.4 Climate/Weather

The Accra Metropolitan Assembly is located within the Savannah zone, with an average annual rainfall of approximately 730 mm distributed over two rainy seasons. The first rainy season typically begins in May and lasts until mid-July, while the second season runs from mid-August to October. Rainfall often occurs in intense, short storms, causing local flooding, particularly in regions with obstructed drainage channels. Temperature variation throughout the year is minimal. Mean monthly temperatures range from 24.7°C in August (the coolest month) to 28°C in March (the hottest), with an annual average of 26.8°C. Being close to the equator, daylight hours remain nearly constant throughout the year. Relative humidity levels are generally high, fluctuating between 65% in the mid-afternoon and 95% at night.

The predominant winds in Accra typically blow from the southwest (WSW) to the northeast (NNE), with wind speeds usually ranging between 8 to 16 km/h. Thunderstorm activity can produce high wind gusts, which can travel in squalls along the coast; the maximum recorded wind speed in Accra is 107.4 km/h (58 knots). These strong winds, especially during thunderstorms, can cause property damage by lifting roofing materials and other structures. Several areas in Accra are affected by microclimatic conditions. Low-profile drainage basins with a north-south orientation tend to be less well-ventilated compared to those oriented east-west. This can trap air in pockets, leading to localized increases in air temperature of several degrees, creating unique climatic variations within the city.

2.3.3 Economy of the Accra Metropolis

2.3.3.1 Internally Generated Funds (IGF)

Internally Generated Funds (IGF) are vital to the Accra Metropolitan Assembly’s (AMA) financial sustainability. They supplement central government transfers and support local development initiatives, service delivery, and infrastructure projects.

Main Sources of IGF:

Property Rates – Annual taxes based on assessed values of residential and commercial properties.
Business Operating Permits – Fees from licensing both formal and informal businesses, including street vending.

Market Levies – Dues, stall rentals, and space fees collected from vendors in local markets.

Building and Construction Permits – Charges for building approvals and inspection services.

Fines and Penalties – Revenue from violations of environmental, building, and municipal laws.

Vehicle-related Fees – Includes licensing, parking charges, and traffic violation fines.

Rent & Leasing of Assembly Properties – Income from renting AMA-owned facilities and properties.

Service Charges – Cemetery fees, public health service charges, and other administrative fees.
Accra is a commercial and economic hub, contributing significantly to national GDP. The city's

economy spans commerce, construction, services, and tourism, with a large informal sector providing critical income for many households.

The Assembly's IGF plays a very vital role in development of the metropolis, some of which included

- Support infrastructure like roads, sanitation, and housing.
- Enables the Assembly to invest in transportation systems to enhance mobility.
- Helps fund waste management, public health, and other urban services.
- Encourages financial independence and governance responsiveness.

To strengthen its IGF, the AMA must continuously improve revenue collection mechanisms and diversify income sources. This is essential to meet the needs of Accra's growing population and promote a resilient, inclusive urban economy.

2.3.3.2 Local Economic Development Activities of AMA

The AMA fosters a business-friendly environment by enhancing access to credit and organizing capacity-building programmes through the Agric Department and the Ghana Enterprise Agency (GEA), particularly in agro-processing (e.g., fruits and tiger nuts). Key markets like Makola and Kaneshie have undergone renovations to improve infrastructure and sanitation. New market facilities have also been constructed to support growing vendor populations and stimulate trade.

The Assembly has promoted small and medium enterprises through business training, financial literacy workshops, and easier access to funding. Infrastructure projects (e.g., roads, public works) have also generated jobs for residents.

Regular skills training programmes equip youth with employable skills relevant to local industries. AMA promotes tourist attractions such as the Kwame Nkrumah Mausoleum and coastal beaches, supported by awareness campaigns to boost tourism and benefit the local hospitality sector. Through Public-Private Partnerships, AMA has improved waste collection services, created jobs and promoted a healthier environment.

The Assembly has strengthened local revenue collection by improving tax assessment and compliance and intensified public education on the importance of local taxes in funding development.

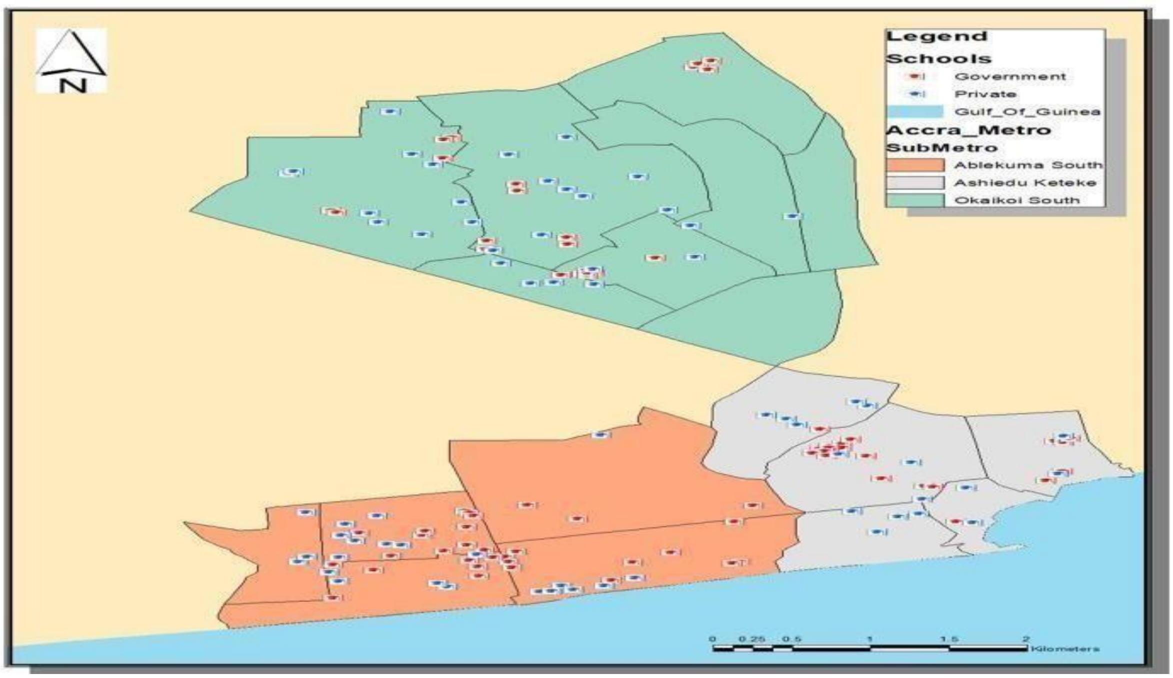
However, there are a few challenges that confronts the Assembly in the economic sphere. These include **e**conomic inequality that persists across the metropolis, Youth unemployment and underemployment remain high and inflation that poses a threat to household purchasing power and local economic resilience.

In the aspect of Agriculture, the Metropolis is highly urbanized, and therefore there is limited availability of arable land for crop cultivation. Farming is now primarily in vegetables**,** using backyard gardening and containerised farming methods that require minimal space. The reduction of cultivable land continues to affect agricultural productivity negatively.

2.3.4 Social Services

2.3.4.1 Education

Figure 2.11 Schools within the Metropolis



The long-term sustainability of any nation hinges on the strength and quality of its educational system. Goal 4 of the Sustainable Development Goals (SDG 4) aims to provide inclusive and equitable quality education, ensuring that everyone has opportunities for lifelong learning.

From the past three years, the Assembly has made significant strides in improving access to education within the Metropolis. Building on the gains of previous years, an additional 10 new educational facilities have been constructed across various communities, bringing the total number of newly built educational facilities over the past eight years to over 30.

Each of these facilities comprises a 3-storey, 18-unit classroom block with ancillary facilities, designed to provide a conducive learning environment. On average, each facility accommodates over 1000 pupils, significantly easing congestion in existing schools and increasing overall enrolment capacity.

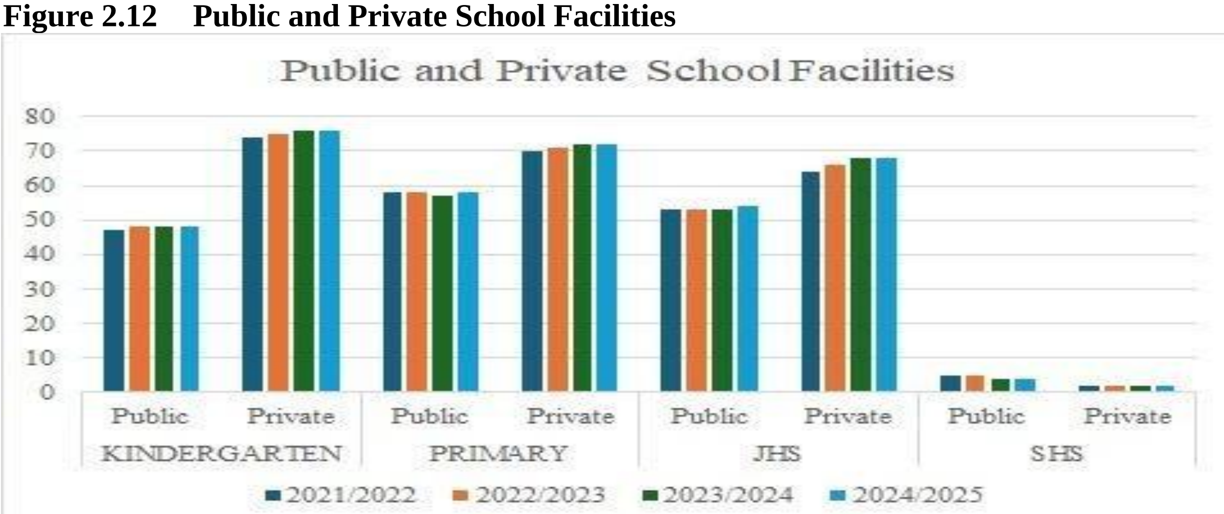
The table below provides a detailed breakdown of the number of public educational institutions from Kindergarten to Senior High School level as of 2025.

Table 2.6 Number of Educational Facilities

YEARS	KINDERGARTEN		PRIMARY		JHS		SHS	
	Public	Private	Public	Private	Public	Private	Public	Private
2021/2022	47	74	58	70	53	64	5	2
2022/2023	48	75	58	71	53	66	5	2
2023/2024	48	76	57	72	53	68	4	2
2024/2025	48	76	58	72	54	68	4	2

Source: Metro Education Department, 2025.

Figure 2.12 Public and Private School Facilities



Between 2022 and 2025, the number of schools in the metropolis increased slightly. Private institutions consistently outnumber public ones at all levels, especially at the kindergarten and primary levels. While private kindergartens and junior high schools (JHS) showed steady growth, public facilities remained largely stable. Senior high schools (SHS) were the least in number, with a slight decline in public SHS and constant figures for private SHS.

This data supports effective education planning, resource allocation, and monitoring of the growth of private education, while also helping assess access to educational opportunities and the impact of related policies

Enrolment

The enrolment data for public KG, Primary, and JHS schools in the Accra Metropolitan Assembly reveals generally increasing trends from 2021/2022 to 2023/2024, followed by a significant and unexplained decline in 2024/2025 across all levels a development that raises important questions about potential data collection issues, policy changes, demographic shifts, economic challenges, or increased migration to private schools, and underscores the need for further investigation to accurately inform educational planning, resource allocation, and policy decisions. Below is the statistics.

Table 2.7 Public School Enrolment in Accra Metropolis

YEAR	KG			PRIMARY			JHS		
		PUBLIC			PUBLIC			PUBLIC	
	M	**F**	**TOTAL**	**M**	**F**	**TOTAL**	**M**	**F**	**TOTAL**
2021/2022	1300	1350	2650	8130	8200	16330	6127	6228	12355
2022/2023	1317	1375	2692	8161	8221	16382	6299	6347	12646
2023/2024	1697	1677	3374	8548	8853	17401	5933	6428	12361
2024/2025	942	1002	1944	7044	7094	14138	5162	5222	10384

Source: Metro Education Department, 2025.

Figure 2.13 Public School Enrolment

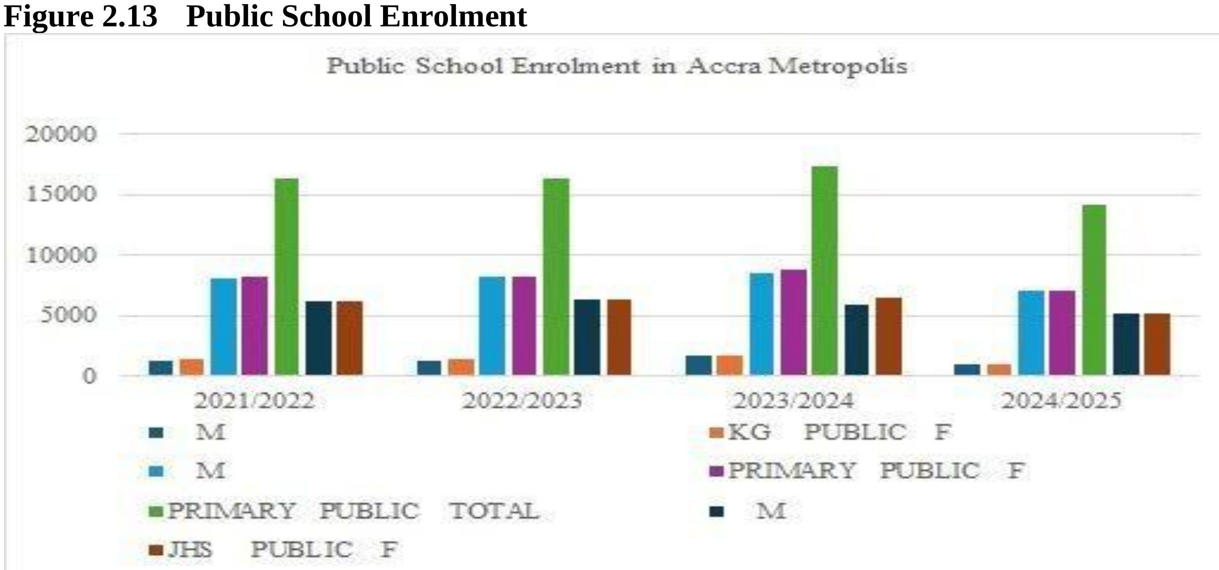
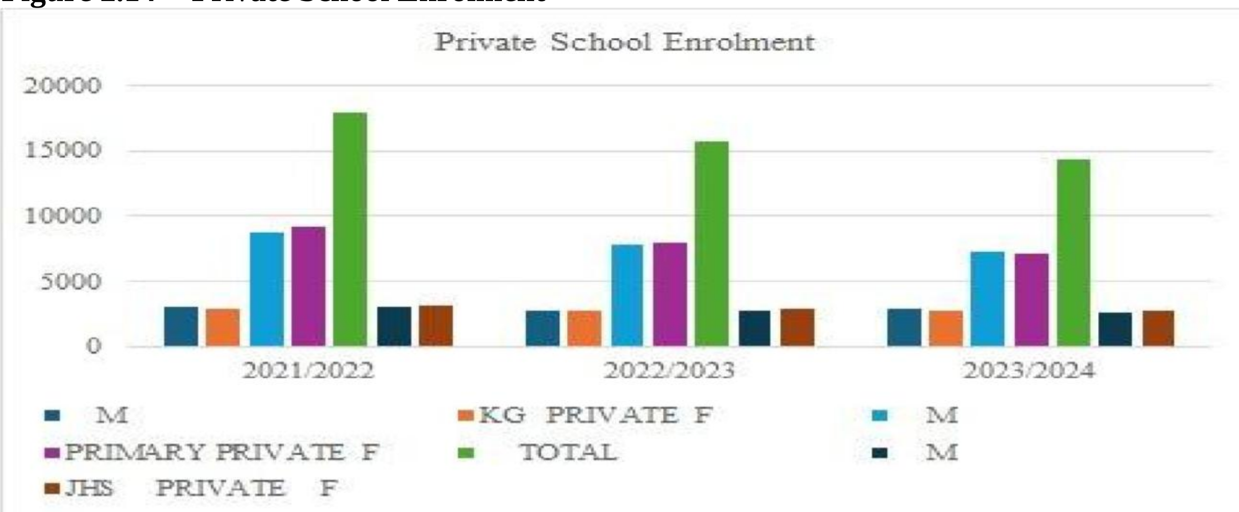


Table 2.8 Private School Enrolment in Accra Metropolis

YEAR	KG			PRIMARY			JHS		
	PRIVATE		TOTAL		PRIVATE	TOTAL	PRIVATE		TOTAL
	M	F		M	F		M	F	
2021/2022	3004	2823	5827	8810	9127	17937	3075	3095	6170
2022/2023	2754	2804	5558	7806	7876	15682	2800	2854	5654
2023/2024	2879	2778	5657	7222	7097	14319	2609	2696	5305
2024/2025									

Source: Metro Education Department, 2025.

Figure 2.14 Private School Enrolment



From the two table above, it could be deduced that, both private and public sectors experienced decline in the latest year. While private enrolments declined steadily over the years, public enrolments initially rose, then saw a steep fall suggesting possible systemic factors (e.g., migration, policy, economic constraints). In terms of Gender Balance, Males and females were relatively balanced across all years and school levels.

Quality of Education

The Accra Metropolitan Assembly has made deliberate efforts to enhance education quality by improving teacher numbers, infrastructure, and standards. In alignment with SDG Target 4.1—to ensure access to free, equitable, and quality primary and secondary education—the Assembly recorded a fluctuating teacher population due to administrative restructuring, but numbers rebounded from 936 in 2019/2020 to 1,020 in 2020/2021. By 2022 and 2023, Greater Accra had over 95.2% of its teachers as trained professionals.

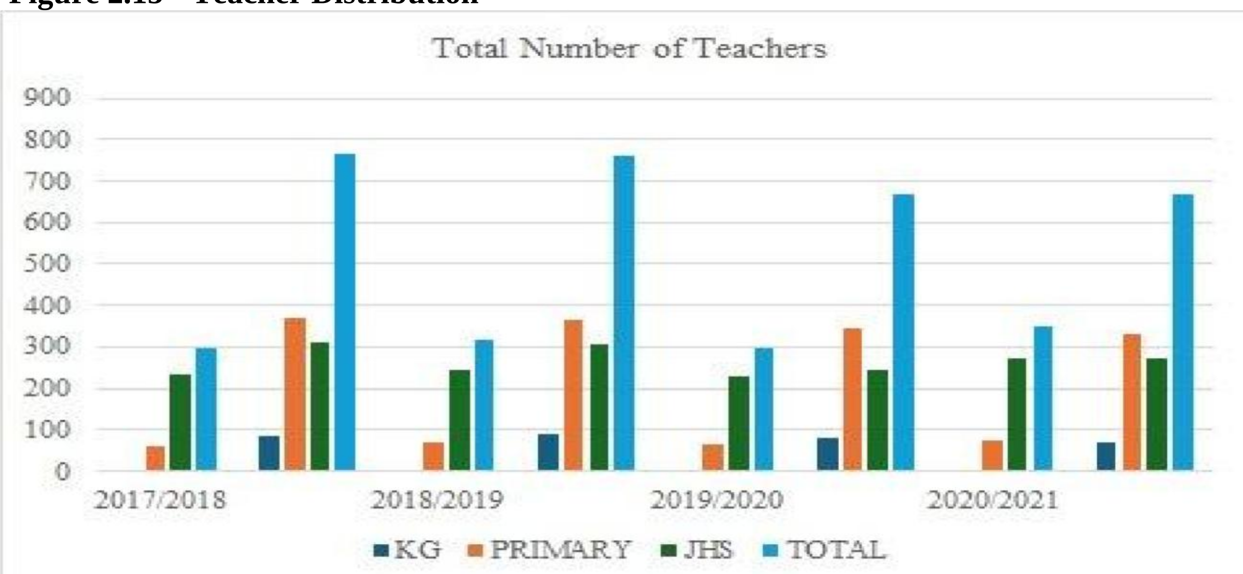
Compliance with National Teachers' Standards was enforced across districts, including Accra Metro. To further strengthen education delivery, the Ghana Education Service plans to recruit 24,000 teachers in 2024, helping address staffing gaps and improve learning outcomes across the metropolis.

Table 2.9 Total Number of Teachers

LEVEL	2017/2018			2018/2019			2019/2020			2020/2021		
	M	**F**	**TOTAL**	**M**	**F**	**TOTAL**	**M**	**F**	**TOTAL**	**M**	**F**	**TOTAL**
KG	2	83	85	1	90	91	1	79	80	0	70	70
PRIMARY	62	370	432	70	365	435	64	344	408	75	329	404
JHS	235	311	546	245	306	551	231	244	475	275	271	546
TOTAL	299	764	1063	316	761	1077	296	667	963	350	670	1020

Source: Metro Education Department, 2025.

Figure 2.15 Teacher Distribution



Source: AMA, Education Dept. 2025,

Pupil Teacher Ratio

The Pupil Teacher ratio within the Metropolis has improved significantly since 2021. UNESCO defines pre-primary school pupil-teacher ratio as the average number of pupils per teacher in pre-primary school. Primary school pupil-teacher ratio as the average number of pupils per teacher in primary school and Lower secondary school pupil-teacher ratio as the average number of pupils per teacher in lower secondary school. The Standard pupil teacher ratio is 1:45 per the Ghana

Education Service Standard. The below table shows that the Assembly has improve significant over the various levels of education since 2021.

Table 2.10 Pupil-Teacher Ratio

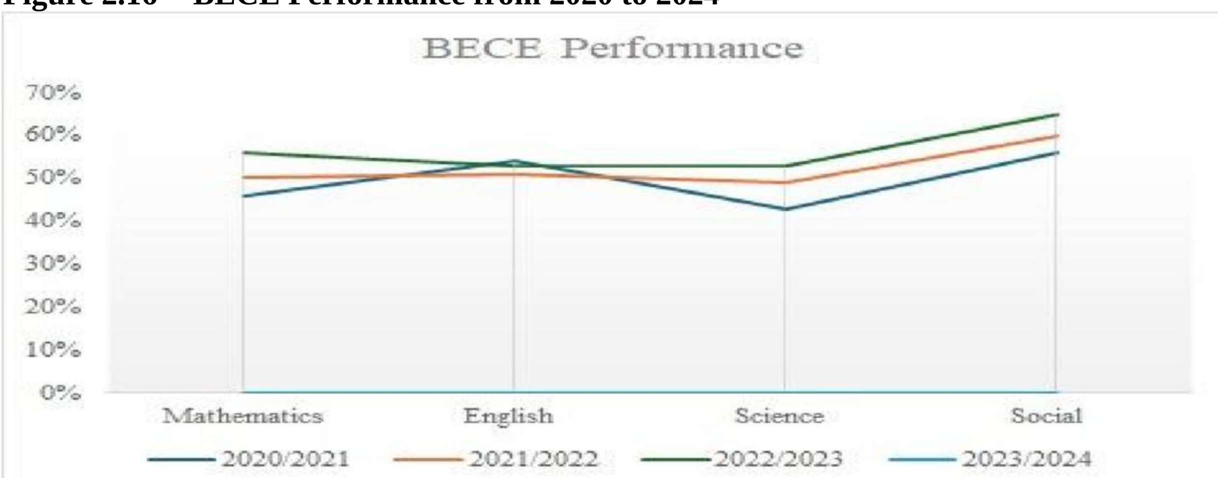
LEVEL	2021	2022	2023	2024	2025
KG	01:20	31	29.58	42	28
PRIMARY	01:31	38	37.65	43	35
JHS	01:22	11	22.92	26	19

Source: Metro Education Department, 2025.

Educational Performance at the BECE/WASCE

Educational performance generally at both the Basic and Senior level has been satisfactory. The average performance of pupils at the basic level in the BECE examination in various subjects is 49% to 65%. Though the Assembly has been committed towards ensuring quality in education and also achieving SDG goal 4 performance had not been encouraging.

Figure 2.16 BECE Performance from 2020 to 2024



Source: Metro Education Department, 2025.

The Metro Education Directorate, in collaboration with key stakeholders, regularly implement interventions to improve quality education and these include activity based training for Mathematics and English teachers (P1-JHS3) to improve teaching and learning of Mathematics; subject interaction sessions for BECE candidates; capacity building for school circuit supervisors to effectively supervise teaching and learning; and conduct of weekly test and assignment for final year pupils (JHS 3). In collaboration with the Ghana Library Authority, the Assembly organizes reading competition for pupils in KG to JHS as part of the celebration of international children book day.

Table 2.11 BECE Performance

LEVEL	2020/2021	2021/2022	2022/2023	2023/2024
		BECE		
Mathematics	46%	50%	56%	DNA
English	54%	51%	53%	DNA
Science	43%	49%	53%	DNA
Social	56%	60%	65%	DNA

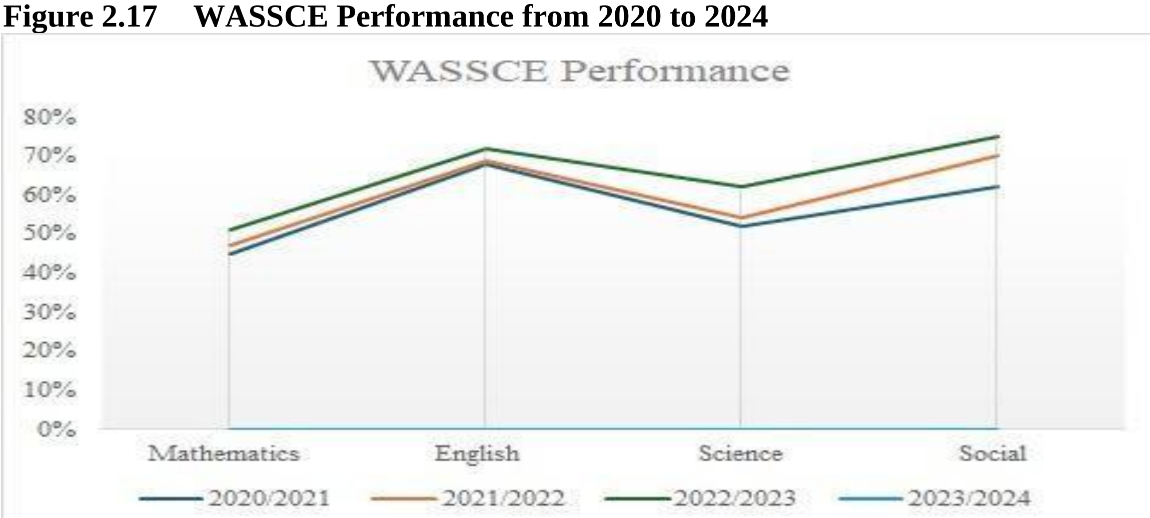
Source: Metro Education Department, 2025.

Table 2.12 WASSCE Performance

LEVEL	2020/2021	2021/2022	2022/2023	2023/2024
		WASSCE		
Mathematics	45%	47%	51%	DNA
English	68%	69%	72%	DNA
Science	52%	54.40%	62%	DNA
Social	62%	70%	75%	DNA

Source: Metro Education Department, 2025.

Figure 2.17 WASSCE Performance from 2020 to 2024



Source Metro Education Directorate, 2025

Gender Parity

The Gender Parity Index (GPI) measures the balance in enrolment between boys and girls. A GPI between 0.97 and 1.03 indicates gender parity. The Accra Metropolitan Assembly has achieved a

GPI of 1.00 at the primary and JHS levels, demonstrating balanced enrolment in line with national efforts to close gender gaps in education.

In the 2022/2023 academic year, the GPI rose to approximately 1.1 at the JHS and SHS levels, indicating a slight advantage in female enrolment. This improvement is attributed to intensified girlchild sensitization campaigns, counselling programmes, and interventions aimed at reducing absenteeism, early pregnancies, and dropouts. The Free SHS policy also played a major role in expanding access to secondary education for girls.

These efforts underscore the Assembly's progress in promoting equal educational opportunities for both genders across all levels.

Table 2.13 Gender Parity

Level	2021	2022	2023	2024	2025 (projected)
KG	0.93	1.00	1.00	1.00	1.00
Primary	0.91	1.00	1.00	1.00	1.00
JHS	0.90	1.00	1.10	1.10	1.10
SHS	-	-	1.10	1.10	1.10

Source: Metro Education Department, 2025

2.3.4.2 Health

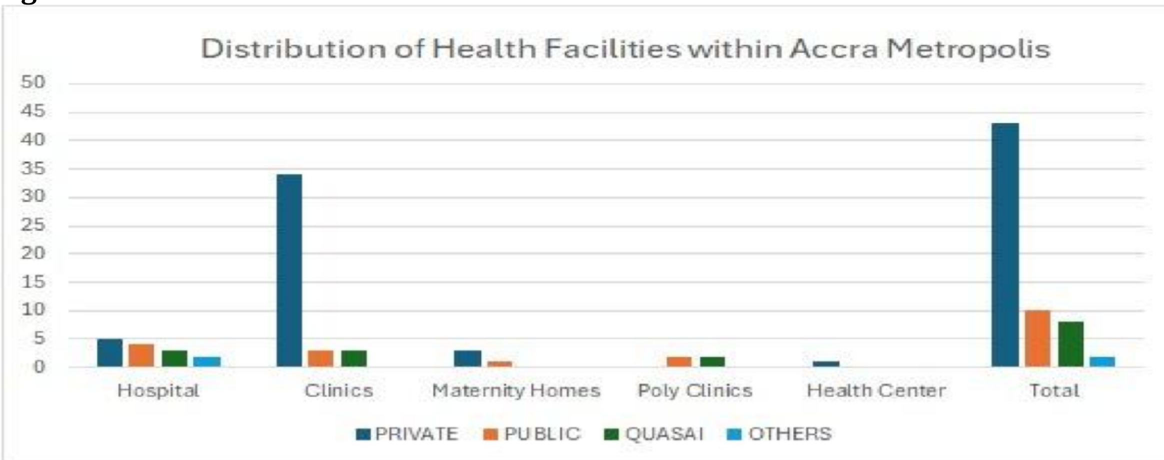
A healthy and well-nourished citizen is a productive labour force. The Assembly through the Metro Health Directorate has been working hard to achieve the SDG 3 which seeks to ensure healthy lives and promote well-being for all at all ages. Health services delivery in the Accra Metropolis is provided principally by government health centres and a number of private clinics and maternity homes. Below is the distribution of health facilities in the metropolis

Table 2.14 Distribution of Health Facilities

TYPE OF FACILITY	PRIVATE	PUBLIC	QUASAI	OTHERS
Hospital	5	4	3	2
Clinics	34	3	3	0
Maternity Homes	3	1	0	0
Poly Clinics	0	2	2	0
Health Centre	1	0	0	0
Total	43	10	8	2

Source: Accra Metropolitan Health Directorate, 2025

Figure 2.18 Health Facilities in Accra Metro



The data consists of four types of health facilities: hospitals, clinics, maternity homes, poly clinics, and health centres. Each facility type is classified by its ownership: Private, Public, Quasi, and Others. There are a total of 63 health facilities across all categories.

Clinics constitute the largest subset with 40 facilities (63.49% of the total), followed by hospitals with 14 (22.22% of total). Maternity homes (4), poly clinics (4), and health centres (1) represent smaller portions of the total. The highest number of private facilities is found in clinics (34) and hospitals (5), indicating a strong private sector presence. Public facilities are prevalent in hospitals (4) and poly clinics (2) but are significantly underrepresented when compared to private facilities overall. Quasi facilities are nearly evenly distributed between hospitals (3) and poly clinics (2), with none found in maternity homes or health centres. The "Others" category contains a minor number of facilities, primarily in hospitals (2).

There is a clear dominance of private health facilities, particularly clinics, in the area studied. This may reflect a preference or demand for private healthcare services. Public facilities, while less in number, are still essential, particularly in hospital and poly clinic categories. The absence of public or quasi facilities in certain categories (like health centres and maternity homes) may suggest areas that need more development or resources.

The data suggests that private healthcare facilities are a critical part of the health service network in the Accra Metropolitan Assembly area, especially in clinics and hospitals. Public health facilities, while fewer, also play a vital role particularly in some facility types. This analysis identifies where healthcare capacities lie and could help inform decisions on healthcare planning and resource allocation.

Figure 2.19 Distribution of Health Facilities

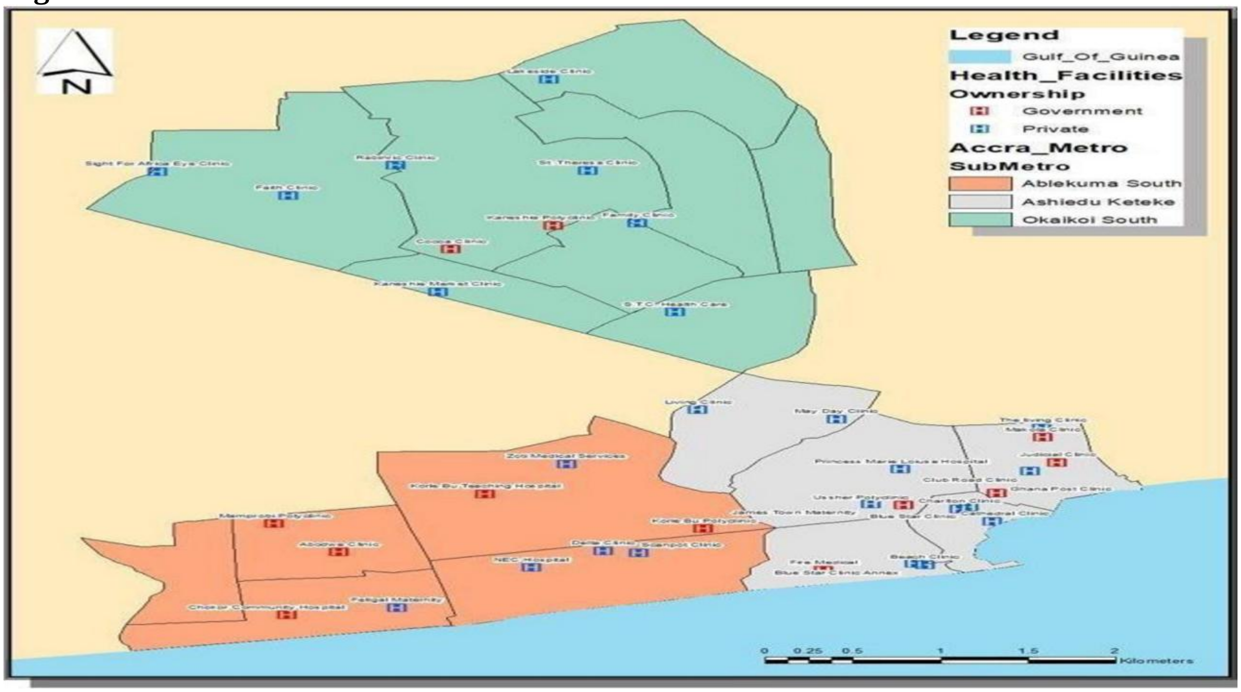


Table 2.15 Staffing of Health Facilities

NO	NAME OF HEALTH FAC.	LOC	OWNERSHIP	DOC		NURSES		MIDWIVES		PHARMACIST		LAB
				M	F	M	F	M	F	M	F	
1	Mamprobi polyclinic	ABS	Public	6	10	2	77		92		2	13
2	Ussher Polyclinic	Asheidu keteke	Public	5	3	11	141		69	1	1	7
3	Kaneshie polyclinic	Okai koi south	Public	2	4	11	145		77	1	1	17
4	PML (children's hospital)	Ashiedu Keteke	Public	2	10	11	125		1	3	3	6
5	Mokola Clinic	Asheidu keteke	Public		1		8		5	1	1	
6	Ayalolo clinic	Asheidu keteke	Public		1		1		1		1	
7	Old Fadama	Asheidu keteke	Public				1		1			

Source: Accra Metropolitan Health Directorate, 2025

Top Ten Diseases

The top reported diseases in the Metropolis over the three-year period include Upper Respiratory Tract Infections (URTI), Malaria, Acute Urinary Tract Infections (UTI), Hypertension, and

Typhoid Fever. URTI remained the most prevalent across all years, though slightly declining from 31,697 cases in 2022 to 29,446 in 2024. Malaria showed a continuous decline, while Acute UTI cases rose, becoming the most reported disease in 2024.

Hypertension remained a consistent concern, reflecting the burden of chronic non-communicable diseases. The appearance of Diabetes Mellitus, Skin Diseases, and Acute Eye Infections in 2024 suggests changing health patterns and emerging public health issues that require close attention.

Overall, while some communicable diseases like malaria and diarrhoea are showing a downward trend, the steady and emerging cases of chronic and lifestyle-related conditions highlight the need for sustained preventive healthcare, improved diagnostics, public health education**,** and resource allocation. Addressing both existing and emerging health challenges remains critical to improving health outcomes in the Metropolis.

Table 2.16 Top Ten Diseases within the Metropolis

NO.	2022			2023			2024		
	Disease	**No of** cases	**%**	**Disease**	**No of** cases	**%**	**Disease**	**No of** cases	**%**
1	**Upper Respiratory Tract Infections**	**31697**	**15.4**	Upper Respiratory Tract Infections	27236	13.7	**Upper Respiratory Tract Infections**	**29446**	**13.3**
2	Malaria	20225	9.8	Malaria	16386	8.2	Acute Urinary Tract Infection	16488	7.5
3	Acute Urinary Tract Infection	14334	7.0	Acute Urinary Tract Infection	13793	6.9	Rheumatism & Other Joint Pains	13226	6.1
4	Hypertension	12671	6.2	Hypertension	13074	6.9	Typhoid Fever	11694	5.4
5	Diarrhoea Diseases	11249	5.5	Typhoid Fever	12908	6.5	Hypertension	11274	5.2
6	Anaemia	9082	4.4	Diarrhoea Diseases	11112	5.6	Malaria	10990	5.0
7	Rheumatism & Other Joint Pains	9035	4.4	Anaemia	7159	5.2	Diarrhoea Diseases	10308	4.7
8	Typhoid Fever	6752	3.3	Rheumatism & Other Joint Pains	6844	3.4	Anaemia	7414	3.4
9	Pneumonia	4469	2.2	Diabetes Mellitus	6042	3.0	Acute Eye infection	5362	2.5
10	Septicaemia	4266	2.1	Pneumonia	4943	2.5	Skin diseases	4920	2.3

Source: Accra Metropolitan Health Directorate, 2025

Maternal Mortality Ratio (MMR)

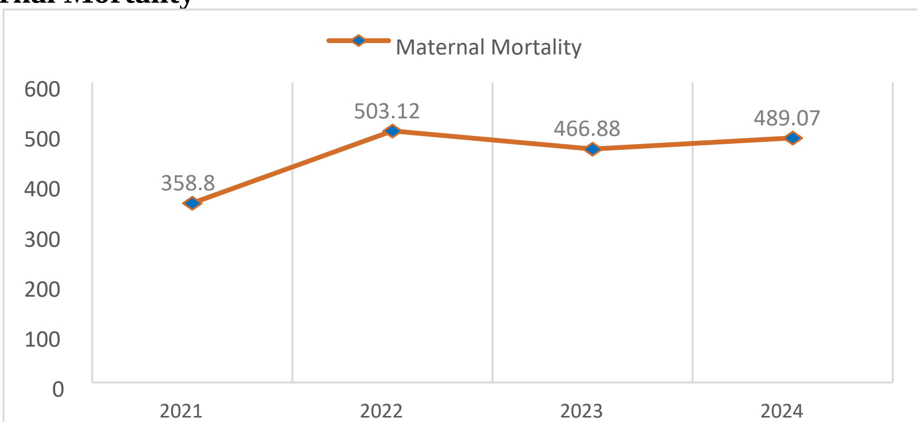
Maternal mortality refers to deaths due to complications from pregnancy or childbirth. Maternal mortality ratio estimates the number of maternal deaths for every 100,000 live births during the year in a specified population. This indicator represents the death of a woman while pregnant or within 42 days of termination of pregnancy irrespective of the duration and the site of the pregnancy from any cause related to the pregnancy or its management.

Table 2.17 Maternal Mortality

	Years			
	2021	**2022**	**2023**	**2024**
Maternal	358.8	503.12	466.88	489.07

Source: Accra Metropolitan Health Directorate, 2024.

Figure 2.20 Maternal Mortality



The Accra Metropolitan Health Directorate has prioritized the provision of essential reproductive and maternal health services to all women of childbearing age as one of many strategies to reduce the high maternal deaths in the country. Deaths related to pregnancies and childbirths recorded in health facilities have been on a general decline since 2018. For every 100,000 live births, 358, 503, 466 and 489 deaths were recorded in 2021, 2022, 2023, and 2024 respectively.

The improvement in the maternal deaths is partly due to efforts at improving access to maternal healthcare in the Metropolis. In order to achieve the Metropolis' target of zero maternal mortality, it continues to increase access to maternal healthcare through an array of services including awareness creations campaigns on maternal and reproductive health as well as sensitizing women on the need to get themselves enrolled on the National Health Insurance Scheme (NHIS). Efforts are also being made in capacity building for health care workers for the care of women during pregnancy. In the first quarter of the year 2025, doctors, midwives and nurses in the metropolis have been trained on Life Saving Skills.

Infant Mortality Rate

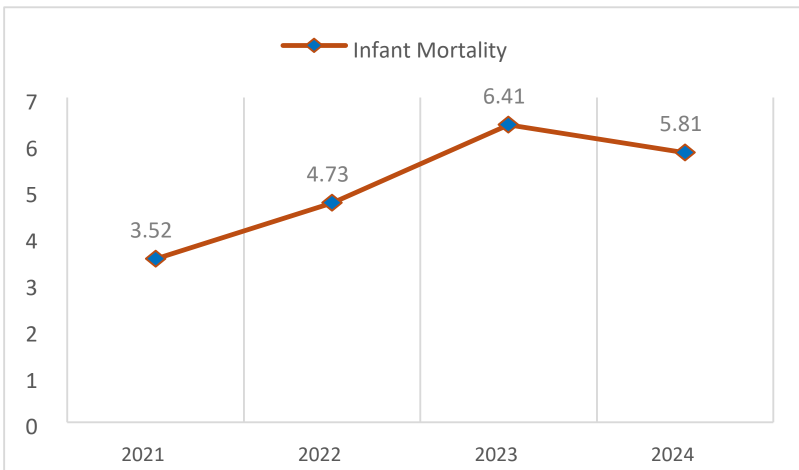
Under-five mortality rate is the proportion of infants' deaths occurring under five. This indicator measures the general health status of the population, and the performance of the child health programmes within the Metropolis.

Table 2.18 Infant Mortality

	Years			
	2021	2022	2023	2024
Infant	3.5/1000 live birth	4.7/1000 live birth	6.4/1000 live birth	5.8/1000 live birth

Source: Accra Metropolitan Health Directorate, 2024

Figure 2.21 Infant Mortality within AMA



The rate of infant mortality was 3.5/1000 live birth in 2021. It increased in 2022 to 4.7/1000 live birth and further increased to 6.41/1000 live birth in 2023. The rate then decreased to 5.8/1000 live birth in 2024.

As part of measures to eliminate under-five mortality, the Health Directorate is bridging the gap in the area of access and improvement in health care by expanding and modernizing existing health facilities and system for the city by expanding and renovating polyclinic in each Sub Metro. In line with this, the Assembly has constructed a 2-Storey Maternity Ward Extension for

Ussher Clinic at James-Town and renovating the Kaneshie Polyclinic to ensure safe delivery. In the first quarter of 2025, a training of health care workers on Life Saving Skills has also been carried to improve the capacity of health care workers in the care of sick new-borns.

Doctor Patient Ratio (DPR)

Table 2.19 Doctor Patient Ratio

INDICATORS	2022	2023	2024
Nurse Population Ratio	1:479	1:321	1:505
Doctor Patient Ratio	1:13,384	1:9,669	1:8,034
Patient bed Ratio	1:77	1:76	1:61
Patient Ward Ratio	1:11,151	1:14,888	1:14,745

Source: Accra Metropolitan Health Directorate, 2024

Even though the health staff -patient gap seems to have closed-in a little in recent years, this gain is diminished by the increasing incidence of serious conditions, arrival of more immigrants and emerging diseases like Lassa Fever, MPox and Covid-19. The poor doctor-patient ratio is having serious service delivery gaps especially in the only children's hospital in the Greater Accra Region and in the Accra Metropolis. The Health Directorate is working seriously engaging the Regional Health Directorate to improve the Human Resource needs of the health facilities especially that of the Princess Marie-Louis Hospital.

HIV/AIDS

The Accra Metropolitan Area is among the high HIV/AIDS prevalence areas within the country. It recorded the highest prevalence rate of 3.6 percent in 2022 compared to the national and regional rates of 1.67 percent and 2.07 percent respectively.

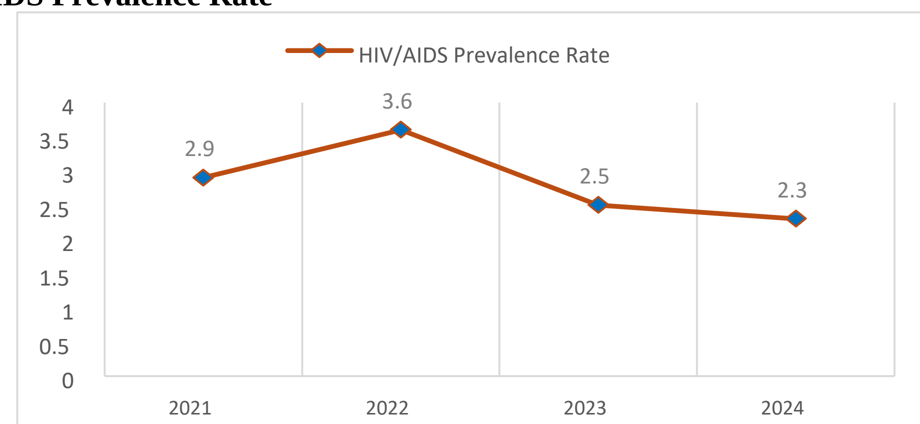
Youth and adults living with HIV/AIDS stood at 8363 in 2021. This figure increased to 10,647 representing a prevalence rate of 3.6 percent in 2022 as compared to 2.5 percent in 2023. However, in 2024, the prevalence rate reduced to 2.3 percent signifying drastic efforts put in place by the Metropolis to curb the high rate of HIV/AIDS in the Metropolis. Some of the interventions put in place and intensified were working towards achieving the UNAIDS 95-95-95 targets. This led the team to carry intentional "know your HIV status" campaigns, intensify HIV screening at various points of entry in health facilities and in communities. The Health Directorate also ensured that people who tested positive for HIV, were placed promptly into HIV care with antiretroviral medications and also ensured that the viral loads of each client was checked to ensure viral suppression.

Table 2.20 HIV/AIDS Prevalence Rate

YEAR	HIV/AIDS PREVALENCE RATE		
		NUMBER	%
2021	8363		2.9
2022	10647		3.6
2023	7584		2.5
2024	7220		2.3

Source: Accra Metropolitan Health Directorate, 2024.

Figure 2.22 HIV/AIDS Prevalence Rate



The Accra Metropolitan Assembly implements several initiatives to reduce HIV infections and manage the disease. These include annual HIV/AIDS education programmes benefiting around 1,845 students from both public and private schools, as well as regular community screenings, sensitization, and counselling for people living with HIV/AIDS (PLHIV). Following Ghana's adoption of the "Treat-All" policy in 2016, all PLHIV are now eligible for treatment, boosting access to Antiretroviral Therapy (ART). The Assembly, in partnership with the Ministry of Health and Ghana AIDS Commission, is also working to prevent mother-to-child transmission and is pursuing the national 95-95-95 strategy, which aims by 2030 for 95% of PLHIV to know their status, 95% of those diagnosed to receive ART, and 95% of those on ART to achieve viral suppression.

Table 2.21 Age and Sex Distribution of HIV Clients Put on Anti-Retroviral Treatment (2021-2024)

Indicator	2021	2022	2023	2024
Clients currently on treatment Male, 0-4	155	199	33	29
Clients currently on treatment Female, 0-4	132	151	39	28
Clients currently on treatment Male, 5-9	143	178	87	54
Clients currently on treatment Female, 5-9	104	119	61	52
Clients currently on treatment Male, 10-14 years	201	226	97	95
Clients currently on treatment Female, 10-14 years	160	167	84	75
Clients currently on treatment Male, 15-19	99	610	70	60
Clients currently on treatment Female, 15-19	162	739	86	56
Male, Above 19 years	2407	2813	2347	2181
Female, Above 19 years	5047	5742	4828	4696
Currently on ART - Male	2862	3848	2547	2365
Currently on ART - Female	5501	6799	5037	4855
Clients currently on treatment	8363	10647	7584	7220

2.3.4.3 Waste Management and Environmental Health

Water and Sanitation

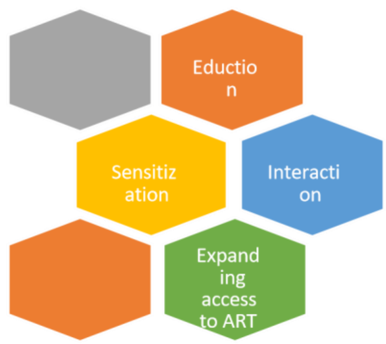
The Accra Metropolitan Assembly (AMA) is responsible for providing key services, including sanitation and waste management. Accra generates about 2,038 metric tons of solid waste daily, with roughly 54% being organic. Waste is collected through formal (door-to-door and communal) and informal systems, with the informal sector handling about 51% of the total waste. The city currently composts 360 tons of organic waste daily, aiming to reach 1,000 tons by 2025. Initiatives to improve waste management include integrating 500 informal waste workers for plastic separation, implementing waste segregation in major markets, and evacuating about 100 tons of waste daily from public areas. Efforts also include improving door-to-door collection and removing 20% of community containers in clean locations.

Solid Waste

Accra lacks its own engineered landfill and relies on external sites like ACARP and Adepa for final disposal. A mini transfer station has been set up at Kokomlemle, with plans for more across the city. In 2024, a biogas plant was launched to process 180 tons of organic waste daily, producing clean cooking gas and fertilizer. The Assembly is promoting city-wide waste separation and reviewing bylaws to enforce source separation by households and businesses. In partnership with national and international stakeholders, including through the GARID Project, the Assembly is improving waste and flood management, acquiring new waste vehicles, and organizing over 300 clean-up exercises, including the 'Operation Clean Your Frontage' initiative.

Closure of illegal dumpsite

To enhance cleanliness in the city, the Accra Metropolitan Assembly closed all illegal dump sites to curb unauthorized dumping. As part of a private sector-led initiative, a waste transfer station was established at Achimota (Zoom Park) to serve as a holding point for waste before final



disposal. Additionally, in partnership with Zoomlion, the Assembly commissioned the IRECOP Recycling Plant at Ashiedu Keteke, which processes approximately 400 metric tons of waste daily.

Table 2.22 Access to Waste Collection Services

S/N	Year	Population	Average household size	Total number of **houses**	Total number of **houses** access to waste collection services	% Increase
1	2021–base year	284124	3.6	78,923	51299.95	65%
2	2022	289465.5312	3.6	80,407	53872.75164	67%
3	2023	294906	3.6	81,918	57342.83333	70%
4	2024	300450	3.6	83,458	62593.75	75%
5	2025	396098	3.6	110,027	88021.77778	80%

Source: Metro Environmental Health Department, 2025.

Waste-to-Energy Plant

The proposed waste-to-energy (WTE) plant in Ashiedu Keteke and Okaikoi South, developed with GAP Fund and Das Biogas, aims to enhance solid waste management and spur economic growth. The project targets include achieving 90% door-to-door waste collection, 70% household waste separation at source, 70% waste processing or reuse, and the proper disposal of at least 30% of unprocessed waste, while creating over 21,000 jobs along the waste value chain.

However, as of November 2024, the project remained dormant with little progress. In the meantime, the Accra Metropolitan Assembly has commissioned smaller-scale biogas plants as alternative solutions. These include a 180-tonne daily capacity biogas plant at the Assembly's canteen and another at St. Mary's Senior High School producing 2m³ of biogas daily equivalent to 1kg of LPG helping reduce energy costs and dependence on fossil fuels. Despite setbacks on the large WTE project, the Assembly continues to pursue sustainable waste-to-energy initiatives to address the city's waste management needs. Waste Segregation in Schools

To reduce open burning and promote waste segregation in basic schools across the Metropolis, the Accra Metropolitan Assembly (AMA) distributed color-coded bins to public basic and senior high schools for plastics, paper, and organic waste. In partnership with Das Biogas, a biogas plant was installed at St. Mary's Senior High School to convert organic waste into renewable energy, reducing the school's reliance on fossil fuels. The AMA also carried out educational programs to raise awareness on waste segregation and environmental conservation among students and staff. These initiatives demonstrate the Assembly's commitment to sustainability and environmental responsibility through active collaboration with educational institutions.

Table 2.23 Summary on Waste Management in Accra

S/N	INDICATORS	OUTPUT
1	Responsibility for sanitation	• Waste Management Department - responsible for services • Metro Public Health Department – responsible for enforcement and education
2	Solid waste collection service providers	• Meskworld Company Ltd – part of Ashiedu Keteke Sub Metro • J. Stanley Owusu and Co Limited – Okaikoi South Sub Metro • Zoomlion Ghana Limited – Sanitation Improvement Package (SIP) • Kobby Waste- New Mamprobi • Zoomlion- part of Ashiedu Keteke and Ablekuma South
3	Payment for services	• Beneficiaries of household waste collection services pay directly to service providers • SIP service providers are paid from the DACF
4	Monitoring and evaluation of performance	• Monitoring of services is done daily • Performance evaluation is done quarterly
5	Quantity of waste daily generated	• AMA (current) – 2385 tonnes • AMA (previous) – 2500 tonnes
6	Available sanitation equipment	• Compactors – 1 • Skip trucks – 2 • Roll-off truck - 1 • Tipper trucks – 0 • Back hoe excavator – 0

S/N	INDICATORS	OUTPUT
7	Sanitation required equipment	• Compactor trucks – 6No • Roll-off trucks – 1No • Skip trucks – 2No • 12m3 skip containers – 10No • 23m3 roll-off containers – 5No
8	Funds for sanitation services	• Service charges paid by collection service beneficiaries • IGF • DACF
9	Disposal of solid waste disposal sites	• Adepa (42km) landfill sites • Capacity of site almost exhausted.
10	Disposal of liquid waste disposal site	• Faecal sludge treatment plant (FSTP) by Sewerage Systems limited • Sewerage Treatment Plant (STP) at Mudor
11	Promotion of household toilets construction Enforcement of sanitation bye laws	• 516 household toilets constructed in first quarter of • 1806 household toilets constructed as at the end of AMA bye law in review process
12	Activities towards Raining Seasons	• Desilting of Odaw channels in progress • Desilting of the following drains ➢ South Kaneshie Drain ➢ Avenor Kofiman Drain ➢ Mukose Drain ➢ Chemu Channel ➢ Sukura Manponse Drain ➢ Mataheko Drain ➢ Kaneshie first light ➢ Korle Gonno St. Mary's ➢ Awudome Drain
	Challenges	• Inadequate waste collection equipment especially standard waste collection trucks • Long distance to current final disposal site • Exhausted air space at current landfill sites (Adepa) • Inadequate transfer and disposal facilities • No available land space within the metropolis for a landfill site

Source: Metro Waste Department, 2025

Liquid Waste Management

The Accra Metropolitan Assembly (AMA) has made notable strides in liquid waste management, aiming to improve sanitation infrastructure and services citywide. Accra produces around 140,000 cubic meters of liquid waste daily, with 15% of the metropolis served by a piped sewerage network mainly covering the Central Business District while 76% rely on septic tanks and pit latrines, and 9% use other sanitation methods.

To enhance sanitation, the AMA has maintained and expanded sewer lines and pumping stations and upgraded the sewage treatment facility to handle 18,000 cubic meters per day in areas like the CBD, Labone, and Osu. Through the Greater Accra Metropolitan Area Sanitation and Water Project (GAMA-SWP), household toilet construction has been promoted to combat open defecation. Additionally, three WASH toilet facilities were built in selected schools, alongside hygiene education campaigns. These interventions reflect AMA's commitment to improving public health and sanitation through infrastructure development and active community engagement.

Increase in Household Toilet

Table 2.24 Household Toilet Facilities

S/N	YEAR	TOTAL NUMBER OF HOUSEHOLDS WITH TOILET	% INCREASE **% (reduction)**
1	2021 – Base year	38,031	100
2	2022	30,839	81
3	2023	28,432	75
4	2024	15,452	41
5	2025	-	-

Source: Metro Environmental Health Department, 2021 – 2024 household toilet performance

Table 2.25 Elimination of Open Defecation

S/N	YEAR	NUMBER	% DECREASE
1	2021 – Base year	45,000	8.9
2	2022	30,000	7.5%
3	2023	24,000	6.0%
4	2024	22,000	4.5%
5	2025	-	-

Source: Metro Environmental Health Department, 2025.

Between 2021 and 2024, the Accra Metropolitan Assembly (AMA) achieved a significant reduction in open defecation, decreasing the rate from 8.9% (affecting 45,000 people) to 4.5% (about 22,000 people), marking a 43% improvement. This progress is largely due to the AMA-GAMA-WASH programme, which subsidized household toilet construction by covering 50% of costs, combined with strict enforcement measures targeting landlords without proper sanitation facilities.

Water Access

Despite these gains in sanitation, Accra continues to face serious water-related challenges. Over 50% of residents lack reliable access to safe drinking water, especially in informal settlements. The city relies primarily on the Weija Dam, groundwater, and surface water, with the Ghana Water Company Limited (GWCL) as the main provider. However, the water infrastructure is under pressure due to rapid urbanization, population growth, aging systems, and pollution from industrial waste and poor sanitation.

However, the Assembly has outlined a number of recommendations below to address these challenges.

- Strengthen and expand water treatment and distribution infrastructure.
- Promote intersectoral coordination between public and private stakeholders.
- Adopt integrated water resource management, ensuring sustainable and equitable use.
- Encourage rainwater harvesting in buildings to supplement supply.
- Raise community awareness on water conservation and source protection.
- Enforce regulations against water source pollution and illegal dumping.
- These combined efforts will help improve water access, quality, and sustainability across the metropolis.

2.3.4.4 Gender

Gender, as understood within the Accra Metropolitan Assembly (AMA), is a complex and evolving concept influenced by social, cultural, economic, and political factors. It goes beyond biological differences to encompass the roles, responsibilities, and opportunities society assigns to individuals based on their gender. These roles vary across Accra’s diverse communities and are shaped by tradition, context, and power dynamics.

While global efforts toward gender equality have seen progress, many regions, including parts of Accra, still face challenges rooted in patriarchal norms. Importantly, gender discourse should not focus solely on women’s issues. The expectations around masculinity also deserve attention, as they can reinforce negative behaviours like emotional suppression and reluctance to seek help. Engaging men and boys in gender conversations is crucial to dismantling stereotypes and promoting positive gender relations.

Addressing gender inequality in Accra requires a holistic and inclusive strategy that tackles cultural, economic, and institutional barriers. By fostering awareness, dialogue, and respect for diverse gender identities and experiences, the AMA can work toward a more just and inclusive society where everyone has equal opportunities and representation.

Gender Empowerment

The Accra Metropolitan Assembly (AMA) continues to prioritize gender empowerment and education through targeted programmes across schools, markets, and communities. In collaboration with the Ministry of Gender, Children and Social Protection and the Greater Accra Gender Department, the Gender Desk organized several sensitization and training activities in 2022.

Key initiatives included a workshop for 80 adolescent girls and 20 boys on topics such as girl-child education, teenage pregnancy, sexual and gender-based violence, child marriage, and reproductive health, held at St. Francis Church of Assisi, Mamprobi. Additionally, 59 market women and traders (including 23 females and 9 males) from Makola, Tuesday Market, and London Market participated in a session on gender-based violence, supported by Weigo and UNICEF.

Another significant engagement involved 30 adolescent boys and 40 men trained on advancing gender equality and sexual reproductive health and rights (SRHR), held at the Church of Pentecost, Mamprobi. Moreover, through a partnership with the Metro Education Directorate and Ghana Health Service, 4,500 school children (2,500 girls and 2,000 boys) from 30 schools across all sub metros were educated on gender-based violence under the UNICEF-supported ISS Programme.

These initiatives reflect AMA's commitment to fostering gender equality and empowering all individuals through inclusive and community-driven education and support programmes.

Gender Equality

As of October 2023, gender equality within the Accra Metropolitan Assembly (AMA) reflects national progress and challenges, shaped by local efforts and structural barriers. While strides have been made especially in education and policy alignment of key issues persist across governance, economic empowerment, health, and social norms.

Women remain underrepresented in political leadership and decision-making roles. Although initiatives have been introduced to increase female participation, progress has been slow. Gender parity has improved in primary and secondary school enrolment, but retention and completion especially among girls remain concerns due to challenges like early marriage and teenage pregnancy. Scholarship and mentorship programs have been implemented to address these barriers.

Many women rely on informal sector jobs that lack security and benefits. The Assembly has introduced microfinance and business training programs, but access to capital remains a major obstacle for women entrepreneurs. The Metro Health Directorate offers maternal and reproductive health services, but disparities in access particularly for women in marginalized areas continue to exist.

Traditional gender roles and cultural attitudes hinder women’s progress in education, employment, and leadership. Advocacy and community sensitization programs are helping to challenge stereotypes and promote gender equity. While the city aligns with national gender policies, including the 1992 Constitution, implementation at the local level is uneven due to resource constraints and limited public awareness.

The Assembly has made commendable efforts toward gender equality, but ongoing challenges—such as underrepresentation in leadership, economic inequality, and access barriers—highlight the need for sustained policy enforcement, resource investment, and community engagement

Gender Inequality

Gender inequality remains a critical issue in the Accra Metropolitan Assembly (AMA), mirroring broader national challenges. Women are underrepresented in political leadership, largely due to cultural norms, limited resources, and societal perceptions. In the economic sphere, many women work in the informal sector, facing low wages, job insecurity, and limited access to credit and markets, which hinders entrepreneurial growth and contributes to a persistent gender wage gap.

In education, while enrolment among girls has improved, retention declines at higher levels due to early marriage, teenage pregnancy, and socio-economic pressures. Gender biases in curricula also deter girls from fields like STEM. Access to quality healthcare, especially maternal and reproductive services, remains uneven, with stigma and limited facilities restricting use.

Traditional gender roles and social stigma continue to limit women's opportunities in leadership and economic activities. Although gender equality policies exist, their implementation within the AMA is inconsistent.

To address these issues, the Assembly must strengthen political representation for women, improve access to education, health, and economic opportunities, and challenge harmful socio-cultural norms. Collaborative action from government, civil society, and local communities is essential to achieve meaningful gender equality.

Gender-Based Violence Prevention

Efforts to combat gender-based violence in the Accra Metropolitan Assembly (AMA) include awareness campaigns, survivor support services, and community dialogues to challenge harmful norms. However, gender-based violence remains widespread, often underreported due to stigma. Women continue to face domestic abuse, discrimination, limited access to formal employment, and economic dependence.

Barriers to girls' education—such as early marriage and household responsibilities—lead to high dropout rates. Access to healthcare, particularly reproductive services, is hindered by limited resources and awareness. Various NGOs and government agencies implement programs to empower women through microfinance, skills training, leadership development, and health education.

Community advocacy promotes girls' education and gender equality, while entrepreneurship support aims to improve women's financial independence.

Despite these efforts, women's political representation in the AMA remains low, limiting their influence in decision-making. Cultural norms and gender stereotypes continue to pose major obstacles to achieving gender equality. Addressing these challenges requires sustained collaboration among government, civil society, and communities, with a focus on inclusion, education, and systemic change.

Vulnerability Analysis

A vulnerability analysis of the City of Accra reveals multiple interlinked challenges across environmental, economic, social, health, and infrastructural sectors. Key vulnerabilities include

Flooding, Poor Waste Management, Climate Change, Economic Vulnerability, Limited Access to Services, Health Risks, Urbanization and Infrastructure Gaps, Weak Governance

Overall, Accra's vulnerability is shaped by a complex mix of social, economic, and environmental factors. Addressing these requires coordinated policy action, strong governance, community participation, and support from civil society and international partners to build resilience and promote sustainable urban development.

2.3.4.5 Migration

The City continues to experience significant urbanization driven largely by internal and international migration. Rural-to-urban migrants, mainly from Ghana's northern regions, move to Accra in search of better employment, education, and healthcare. The city also attracts migrants from neighbouring West African countries due to its stable economy and relative security. These trends have led to increased pressure on housing, infrastructure, and public services.

Most migrants, especially youth aged 18–35 and a growing number of women, engage in the informal sector, often facing challenges like poor access to healthcare, education, and legal documentation. The Assembly in collaboration with IOM Ghana, has established a Migrant Desk to manage migration-related issues and climate-induced migration.

To support vulnerable populations, especially children and women, AMA implements a wide range of social welfare and child protection initiatives. These include Child Protection Committees, a day care centre in Old Fadama to support migrant waste workers, social services handling cases of abuse, family disputes, and offering aftercare and probation support. In addition is the implementation of the LEAP programme, support for the rehabilitation of persons with disabilities and the elderly as well as oversight of NGOs to ensure alignment with local development goals.

While migration contributes to Accra's growth, it also presents challenges that AMA is addressing through targeted urban planning, social protection policies, and inclusive development programs.

2.3.4.6 Social and Child Protection

Street Children

Streetism the phenomenon of children living and working on the streets—is a major social issue in Accra, driven by poverty, domestic challenges, rural-urban migration, lack of education, and sociocultural expectations. Many children, often between the ages of 6 and 18, are forced onto the streets due to neglect, abuse, or the need to support their families. Key factors contributing to streetism are household poverty and economic hardship, family breakdown, abuse, or being orphaned, rural-to urban migration, limited access to quality education and cultural expectations of child labour.

Streetism exposes children to numerous risks, including poor health due to malnutrition and unsanitary conditions, vulnerability to violence and exploitation, psychological trauma, and limited access to education, which perpetuates the cycle of poverty. In response, the Accra Metropolitan Assembly (AMA), in collaboration with NGOs and other stakeholders, implements interventions such as the provision of food, shelter, healthcare, counselling, and education, while promoting family reintegration, vocational training, informal learning, and community awareness to rehabilitate and protect affected children.

As of October 2023, it was estimated that there are between 6,000 and 10,000 street children in Accra, with boys accounting for 60–70% and girls 30–40%; the majority are aged between 6 and 18, many of whom are under 12 years old, and over 70% do not attend formal school, facing high rates of health issues and exposure to violence.

Streetism in Accra is a complex, deeply rooted issue requiring sustained and coordinated action by the AMA, NGOs, and communities. By addressing root causes and strengthening support systems, efforts can help reduce streetism and reintegrate children into safer, more stable environments.

Disability

The Accra Metropolitan Assembly (AMA) is committed to promoting the inclusion of persons with disabilities (PWDs) in local governance by involving them in decision-making processes, enhancing their representation on committees, and providing capacity-building opportunities. Through participatory forums, training programs, and feedback mechanisms, the AMA ensures that the voices and needs of PWDs are heard and addressed. From 2021 to 2024, 336 PWDs were registered, and various empowerment initiatives such as training in soap-making and fish farming, and access to the District Assembly Common Fund were implemented in collaboration with partners. These efforts aim to improve the welfare, economic independence, and social inclusion of individuals with disabilities across the metropolis.

Table 2.26 Types of Disabilities within the Metropolis

TYPE OF DISABILITY	2021		2022		2023		2024		Total
	M	**F**	**M**	**F**	**M**	**F**	**M**	**F**	
Visual Impaired	0	6	2	2	0	1	7	3	21
Hearing Impaired	10	6	3	5	5	11	6	2	48
Physically Impaired	6	8	2	2	7	5	12	13	55
Autism	0	2	0	0	0	0	2	1	5
Cerebral Palsy	4	6	1	2	1	1	6	3	23
Multiple Disability	0	0	0	0	0	0	0	0	0
Down Syndrome	0	5	0	0	0	0	3	1	9
Albino	0	3	1	0	0	0	2	3	9
Intellectually Impaired	0	0	0	0	0	0	3	1	4
Mentally challenged	1	0	0	1	0	0	3	1	6
Total	**21**	**36**	**9**	**12**	**13**	**18**	**44**	**28**	**180**

Pro-Poor Programming

To tackle this increasing poverty problem, the Assembly in collaboration with Government of Ghana has implemented a number of pro-poor programmes and projects such as: Livelihood Empowerment Against Poverty (LEAP), NABCO, School Feeding Programme, Capitation Grant, and Free SHS.

Livelihood Empowerment Against Poverty (LEAP)

As a complimentary to the existing social protection measures, the Livelihood Empowerment Against Poverty (LEAP) was initiated by the Government of Ghana to provide conditional cash transfers to support the extreme poor, vulnerable and excluded sessions of the population. Over the last four years, about 1,000 households on an annual average benefited from the LEAP Programme. Beneficiary communities include Chorkor Obeiwuku, Chorkor Chemunaa, Jamestown Ashiedu Keteke – Korle Wokon and Ashiedu Keteke – Adedekpo, Zongo Lane.

School Feeding Programme

As of October 2023, the Ghana School Feeding Programme (GSFP) within the Accra Metropolitan Assembly (AMA) continues to play a vital role in improving child nutrition, food security, and school attendance. Aligned with SDG 2 on Zero Hunger, the GSFP targets public schools in underserved communities, emphasizing nutritious meals made with locally sourced ingredients to support both student health and local agriculture. The program involves collaboration with stakeholders such as local authorities, NGOs, and community members, promoting local participation in meal preparation and delivery. Despite challenges like funding constraints and logistical issues, the GSFP has expanded its coverage and enhanced monitoring and feedback mechanisms to improve service delivery. Most public schools in Accra participate, with hundreds of children—almost evenly split by gender—benefiting daily. Ongoing training for caterers and regular evaluations help maintain and improve the program's quality and impact.

2.3.5 Environment

2.3.5.1 Human Settlement (Built Environment)

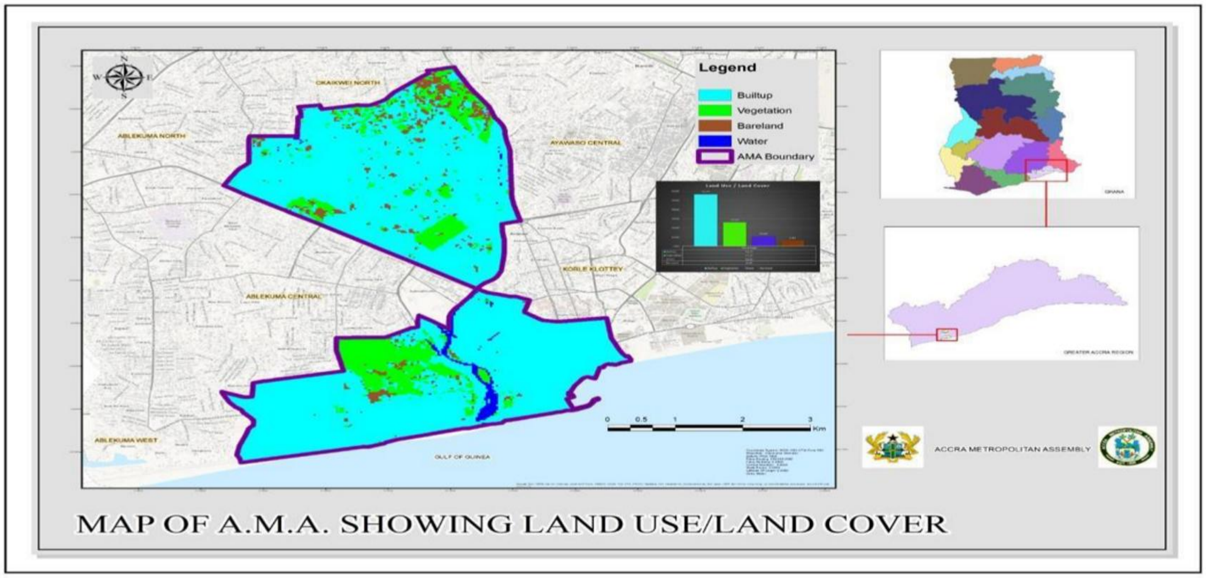
The Accra Metropolitan Assembly (AMA) is addressing the challenges of rapid urbanization through inclusive, sustainable, and innovative urban development strategies. It has updated planning policies to emphasize community participation, mixed-use zoning, and innovative housing solutions like modular construction. Infrastructure improvements, particularly in roads and pedestrian access, aim to ease congestion and improve mobility.

Environmental sustainability is a priority, with initiatives in green architecture, waste management, and climate resilience such as improved drainage and disaster preparedness. Smart city technologies are being piloted for service delivery and public engagement. Efforts to revitalize public spaces, including parks and community centres like James Town, promote social cohesion.

Challenges remain, especially in managing informal settlements, service delivery, and resource limitations. The Assembly is tackling these through support programs like GARID for slum upgrading and partnerships with the private sector and international organizations. Between 2022 and 2025, 188 building permits were approved, with decreasing numbers due to urban saturation and the creation of new districts.

The Assembly is committed to sustainable urban development, balancing innovation, inclusivity, and resilience to enhance the quality of life in Accra.

Figure 2.23 Land Use/Land Cover of AMA



2.3.5.2 Climate Change

The Accra Metropolitan Assembly (AMA) is actively implementing a comprehensive climate resilience strategy to address the impacts of climate change, such as flooding, rising temperatures, and erratic rainfall. Through urban planning integration, the Assembly focuses on vulnerable areas and has improved drainage systems, desilted storm drains, and expanded flood control infrastructure to mitigate urban flooding.

Green infrastructure initiatives such as parks, green roofs, and permeable pavements are being promoted to manage storm water and reduce urban heat. The Assembly also engages residents through public awareness campaigns, encouraging community involvement in tree planting, waste reduction, and environmental conservation.

AMA has adopted a Waste Resilient Strategy (WRS) and Waste Management Strategy (WMS) to improve recycling, composting, and reduce greenhouse gas emissions. It is currently implementing the Accra Climate Action Plan (ACAP 2020–2025) in collaboration with international partners like C40 and the Climate Fund Facility (CFF). This plan targets climate-smart agriculture, land use, energy efficiency, transport, and solid and wastewater management.

The Assembly has formed a C40-led committee comprising key departments to oversee ACAP implementation and is committed to becoming Compact of Mayors compliant, with emissions tracking, reduction targets, and annual reporting. Additionally, Accra participated in the Youth Climate Action Fund in 2024 and 2025 to empower young people in local climate action. Through these efforts, AMA is fostering a climate-resilient, sustainable, and inclusive urban environment while ensuring long-term adaptation to climate risks.

Air pollution

Air quality monitoring involves measuring pollutants in the air to identify sources of pollution and implement control measures. This helps improve air quality, protect public health, and enhance overall quality of life.

In response to rising air pollution in Accra mainly from transport, industry, open burning, and poor waste management the Breath Accra Initiative was launched. Led by the Project Coordinating Unit at the University of Cape Coast and in partnership with 13 Metropolitan and Municipal Assemblies (MMAs) in the Greater Accra Metropolitan Area (GAMA), the initiative aims to reduce health risks and economic costs associated with poor air quality while promoting sustainable urban development.

Real-Time Air Quality Levels in AMA

Real-time air quality monitoring in Accra reveals increasing concerns driven by urbanization, industrial emissions, vehicular traffic, and practices like open waste burning. Particulate matter (PM2.5 and PM10) levels often exceed WHO standards, posing health risks.

To address this, low-cost air quality sensors and public dashboards are being deployed to provide real-time data for informed decision-making. Community initiatives, stricter policy enforcement, and expanding green spaces are key strategies being pursued to improve air quality and reduce exposure-related health issues.

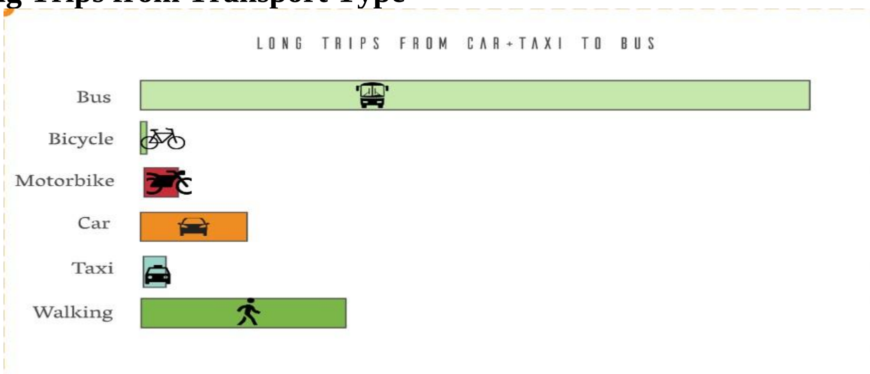
2.3.6 Infrastructure Development

2.3.6.1 Transportation Network

Transport in Accra is characterized by long travel and waiting times, especially for distances beyond a kilometre, with conditions worsening toward the city's periphery. The central city attracts an additional daytime population of about 1.5 million, causing significant congestion and reducing productivity and urban liveability.

Walking is the most common mode of transport, accounting for 48% of trips, yet pedestrian safety is very low, with pedestrians making up the majority of traffic fatalities and serious injuries. Buses and trotro follow with a 29.9% share, which could increase with improved infrastructure like bus lanes. Private cars account for 12%, driven by inadequate public transport services. Taxis make up 4.1%, though many operate illegally outside of transport unions. Motorcycles, though only 6%, are increasingly popular due to traffic congestion, but their use often violates traffic regulations, contributing to rising accident rates.

Figure 2.24 Long Trips from Transport Type



Parking Management

The Accra Metropolitan Assembly's Transport Department identified high demand for on-street parking in business clusters within the CBD, driven by limited off-street options. A parking study was conducted, and Smart City Parking was contracted to enforce order, with shop and business vehicle owners now required to obtain permits. Under the GUMAP project, a parking and traffic study for the CBD led to redesign proposals for Rawlings Park to ease congestion.

Staff benefited from local and international training, including a UK-led programme focusing on sustainable transport planning, bus systems, and economic evaluation tools. The WHO also supported training on the Health Economic Assessment Tool (HEAT) to promote active transport like walking and cycling, with a proposed 500km cycle lane network in Accra.

However, challenges persist, including inadequate funding, limited staff, lack of integration of transport in development planning, and absence of technological and data resources, which hinders effective transport planning and regulation.

Road Infrastructure

The Accra Metropolitan Roads Department oversees 123.1km of roads, comprising 98.5km paved and 24.6km unpaved. In the year under review, routine maintenance activities included pothole patching, drain desilting, and metal grating replacements. A total of GH¢755,174.23 was spent on these activities—GH¢511,174.23 on desilting and GH¢244,000 on pothole patching. For periodic maintenance, 4.6km of asphalt overlay was completed in the Ashiedu Keteke and Okaikoi South Sub-Metros in collaboration with the Regional Office.

Figure 2.25 Chart Showing Paved and Unpaved Network for Accra Metropolis

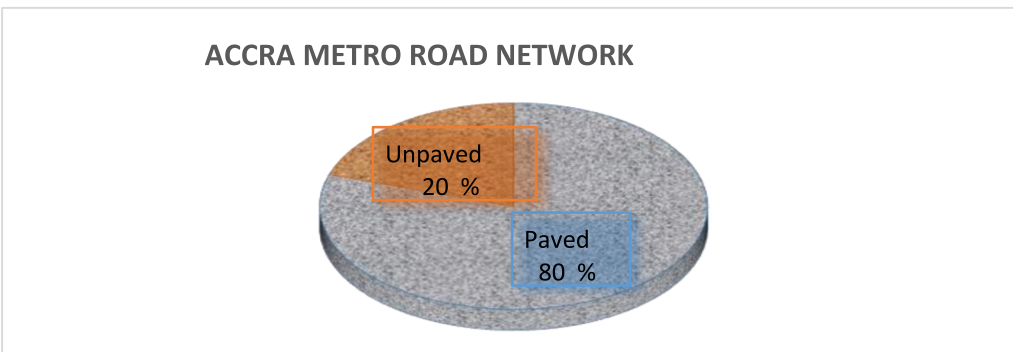


Table 2.27 Condition of Roads within the Metropolis

S/N	TYPE OF ROAD	DISTANCE	CONDITION
1	**Paved**	**391Km**	**Good = 60%** **Fair = 24%** **Poor = 16%**
2	**Unpaved**	**40Km**	**Good = 10%** **Fair = 21%** **Poor = 79%**
3	**Interchanges**	**1Nr**	**Good** **(Under Construction)**

Source: Metro Urban roads Department, 2025.

Despite a significant km of paved roads within the Metropolis, there still remain a huge chunk of 40km unpaved roads. Generally, unpaved roads within the Metropolis are inner or community roads. 79% of unpaved roads within the City are in a very poor state. Between

the period of 2022 to 2024, the Assembly has Asphalted about 20.68km of roads across the City, to strengthen roads and improve on surface riding.

Table 2.28 Status of Road Paved Network

PAVED ROAD NETWORK	UNPAVED ROAD NETWORK
Asphalt Roads – 59.1km	Gravelled Roads – 7.4km
Surface Dressed Roads – 39.4km	Earth Roads – 17.2km

Source: Metro Urban roads Department, 2025.

Some roads construction works undertaken between 2022 and 2024 include.

- **Rehabilitation of Roads in Ablekuma South**
- **Ayikaikor lane,**
- **Nii Annan Kakaban Street,**
- **Shika and Akweley Adoley street-**

Asphalt overlays on some selected roads in Okaikoi South.

- **Azuma Nelson Road,**
- **Feo Oyeo Road - Dentu Avenue Road, - Orgle Road.**
- **Anunsah Clotey Street**
- **Nii Lantey Okunka Street**
- **Nathan Quao**
- **Teiko Akotia**
- **Asafoatse Quamine Street**
- **Asafoatse Ashie Street**
- **Asere Ayitey Sreet**

Bloomberg Initiative on Global Road Safety (BIGRS)

Accra Metropolitan Assembly applied and was selected as part of 10 countries for the Bloomberg Initiative for Global Road Safety on 12th February, 2015. The programme is a five-year initiative that aims at addressing.

A. Safer user behaviour like.

a. **Driver and passenger use of seat belt in all vehicles and use of child restraints**
b. **Helmet wearing by motorcycles, bike riders and passengers**

c. **Reduction of vehicle speed to safe levels**

d. **Prevention of drunk driving**

e. **Behavioural change**

B. Safer streets

a. **Pedestrianizing i.e. making street walking safe**
b. **Traffic management methods**

c. **Formal assessment of high-risk roads and implementation of recommendation for improvement**

d. **Infrastructural improvement as appropriate**

C. Safer Mobility

a. **Safety assessment and planning for BRT corridors**

b. **Enhancing efficiency /safety of metropolitan bus systems**

c. **Safer cycling networks**

d. **Other sustainable transportation projects as appropriate based on local needs assessment and potential impact on crashes, fatalities and injuries.**

Progress made So Far

1. **Three (3)-man technical committee set up (AMA, Road safety, MTTD)**

- **Steering committee made up of city guards, public relations, Metro Budget Officer, Road Safety commission, MTTD and 2 others from AMA.**

2. **Three (3) key staff members employed (located in the transport department)**

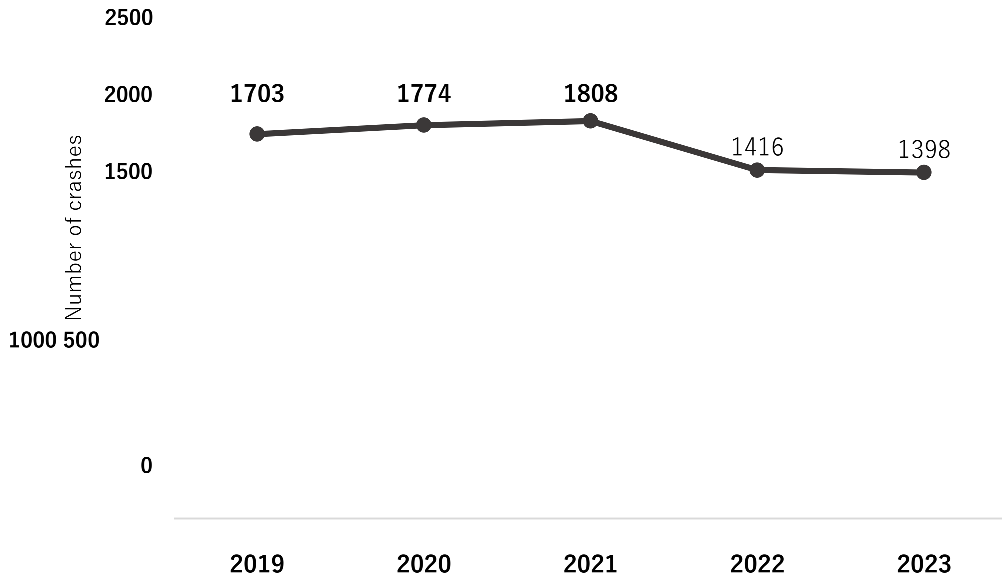
- **Coordinator-BRSI**
- **Coordinator for road design and transportation**
- **Coordinator for road policing**
- **Collaborate with other state agencies for effective improvement of our road network (as selected before)**
- **Ensure implementation of the Kwame Nkrumah Circle flyover project**
- **Ensure implementation of the BRT project and all of its objectives/regulations.**
- **Ensure the implementation of the Accra Traffic Intelligence Management System Programme.**
- **Installation and Maintenance of Streetlights. – Sustain Operation Let the traffic Flow**

- **All illegal bus stops should be closed down**
- **Poor quality of public transport vehicles e.g. space car**

Road Traffic Deaths in Accra

In Accra, road traffic crashes slightly declined by 1% from 1,416 in 2022 to 1,398 in 2023, while reported road deaths saw a significant 28% reduction compared to 2021. This decline is likely due to reduced speed levels from 62% in 2020 to 47% in 2023 resulting from infrastructure improvements, media campaigns, and enhanced enforcement. However, hospital mortality validation studies suggest actual road crash deaths in 2023 may be 2.5 times higher than reported.

Figure 2.26 Road Traffic Deaths 2019-2023



Deaths and serious injuries by road user type

Although pedestrian deaths in Accra have declined since 2020, they still represent the highest share of road fatalities. In 2023, vulnerable road users—pedestrians, bicyclists, and motorcyclists—made up 82% of reported deaths. These trends highlight the urgent need to prioritize their safety, including evaluating and reintroducing the 2018 Accra Pedestrian Safety Action Plan.

Figure 2.27 Deaths by Road User Type, 2019-2023

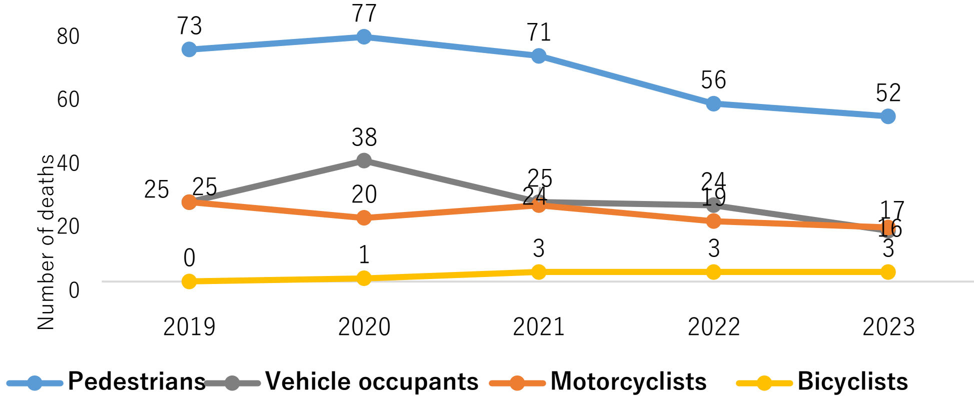
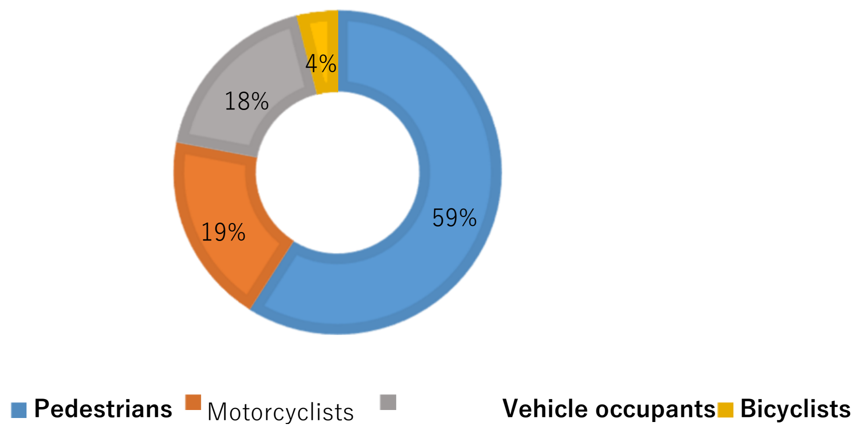


Figure 2.28 Distribution of Deaths by Road User Type, 2023



Males recorded the highest proportion (85%) of reported deaths in 2023 (Figure 9). This could be attributed to risky road-user behaviour observed among males[10,11]. More than half (69%) of victims who sustained serious injuries were males (Figure 2.18). This pattern has been consistent in Accra for the last 6 years.

Figure 2.29 Deaths by Sex, 2023

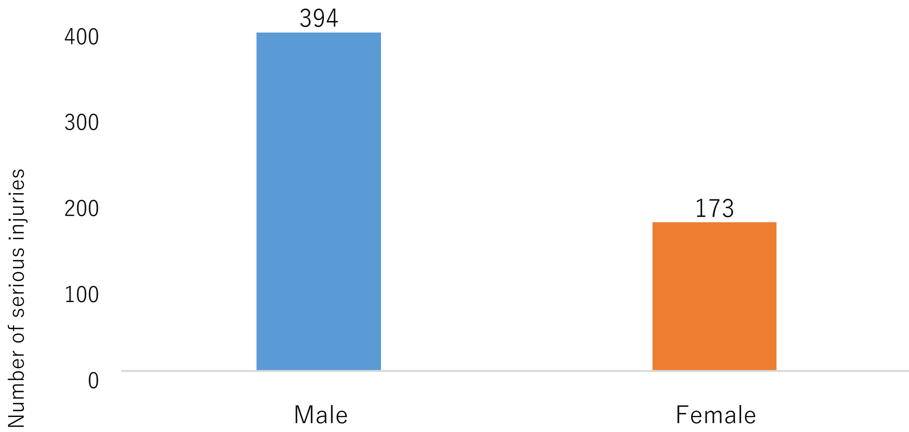
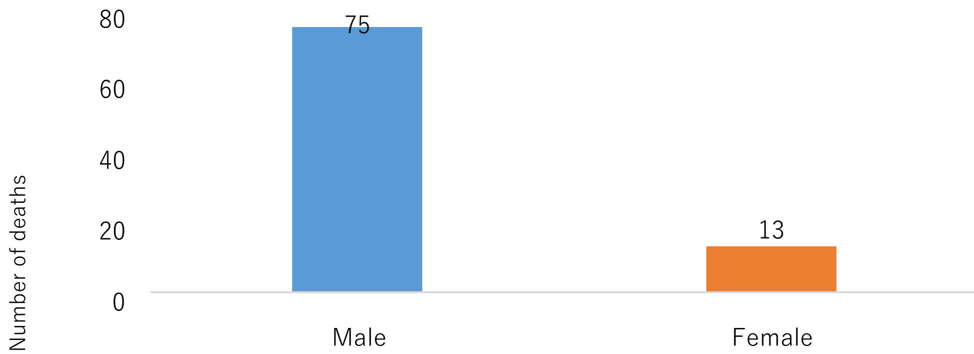


Figure 2.30 Serious Injuries by Sex, 2023



Deaths and serious injuries by age

Deaths were frequently recorded among those aged 40 to 49 years and 60 years and above. However, serious injuries were high among those aged 20 – 29 and 30 – 39 years.

Figure 2.31 Deaths by Age Group, 2023

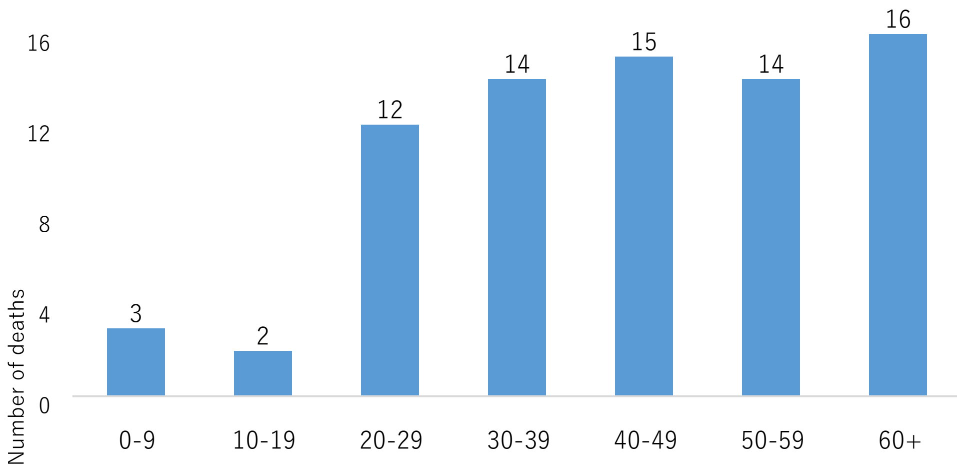
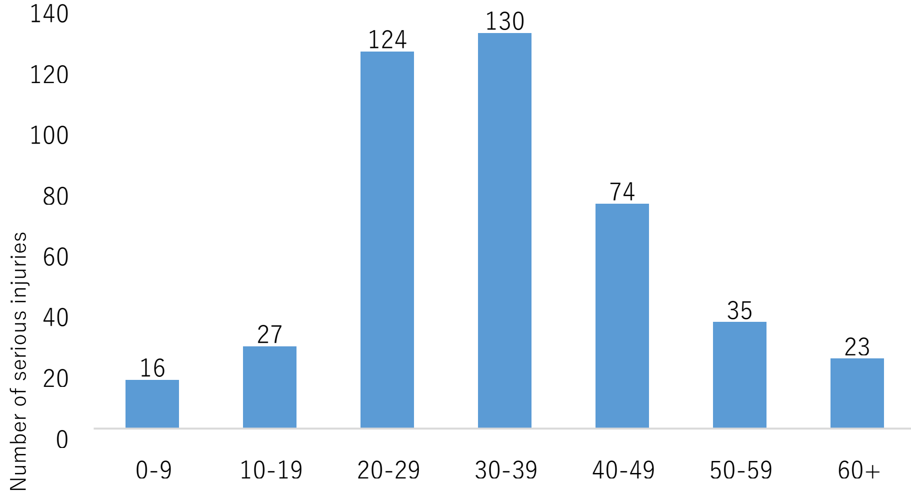


Figure 2.32 Serious Injuries by Age Group, 2023



Deaths and serious injuries by rate

Among males, those aged 60 years and above had the highest death rate in 2023 (22.2 per 100,000 population), and among females, those aged 50–59 years had the highest death rate (5.2 per 100,000 population). Males aged 40-49 years had the highest serious injury rate, whereas females aged 30-39 years had the highest serious injury rate.

Figure 2.33 Deaths by Age and Sex, 2023

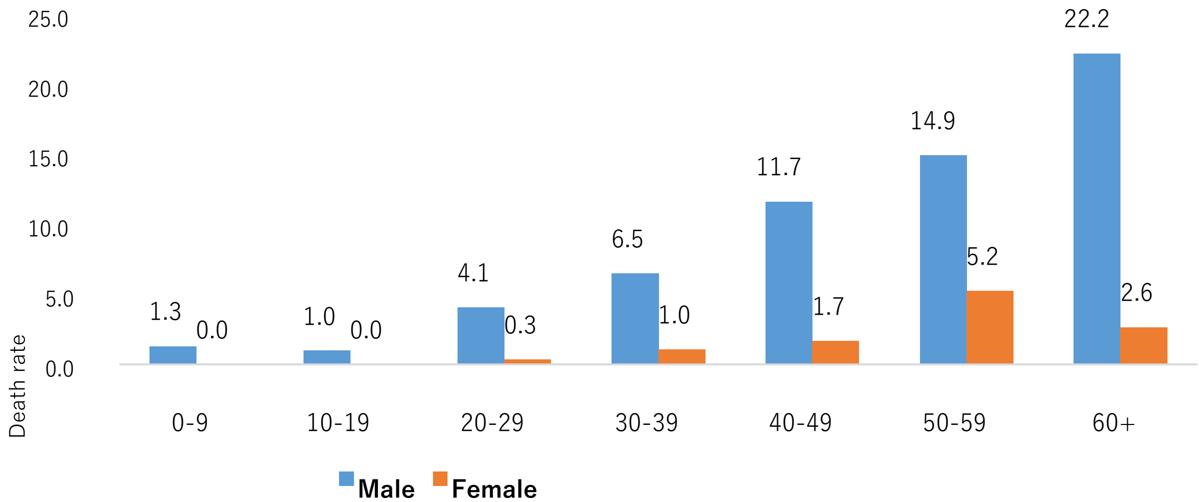
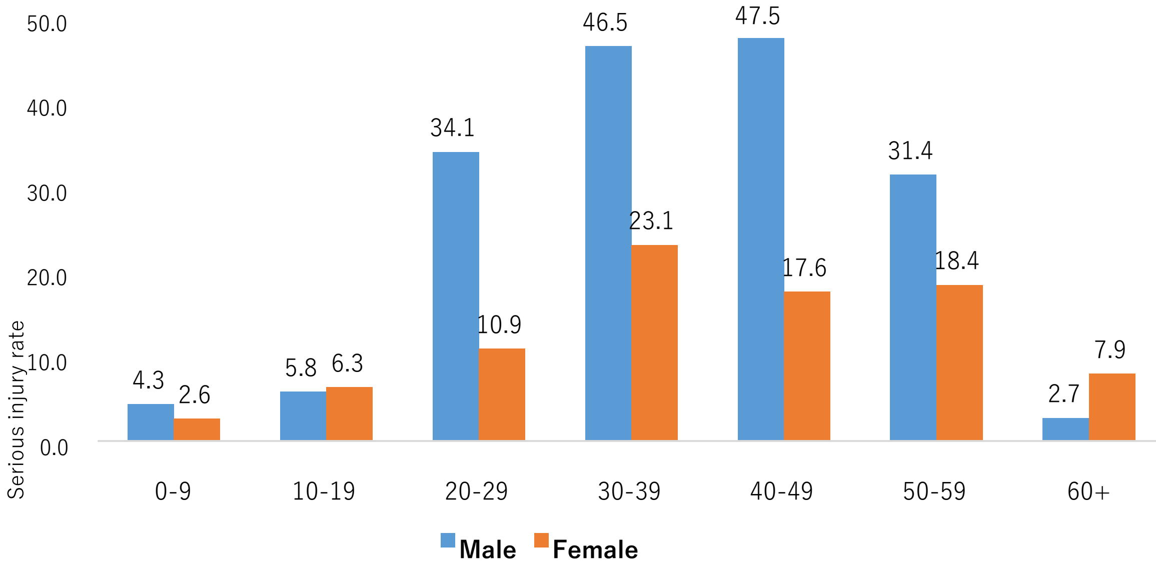


Figure 2.34 Serious Injury Rates by Age and Sex, 2023



Crashes and deaths by day of week

No pattern was observed for crashes by day of week (Figure 17). However, nearly half (48%) of the reported fatalities in 2023 occurred from crashes on weekends (Friday to Sunday) (Figure 2.24). This pattern has been consistent in Accra since 2016 and may be associated with speeding, drink driving and/or reduced police enforcement on weekends. Speed assessment conducted in Accra also shows that speeding is twice as frequent on weekends than on weekdays. These findings can inform police operational staffing and planning for speed enforcement activities.

Figure 2.35 Crash by Day of Week, 2023

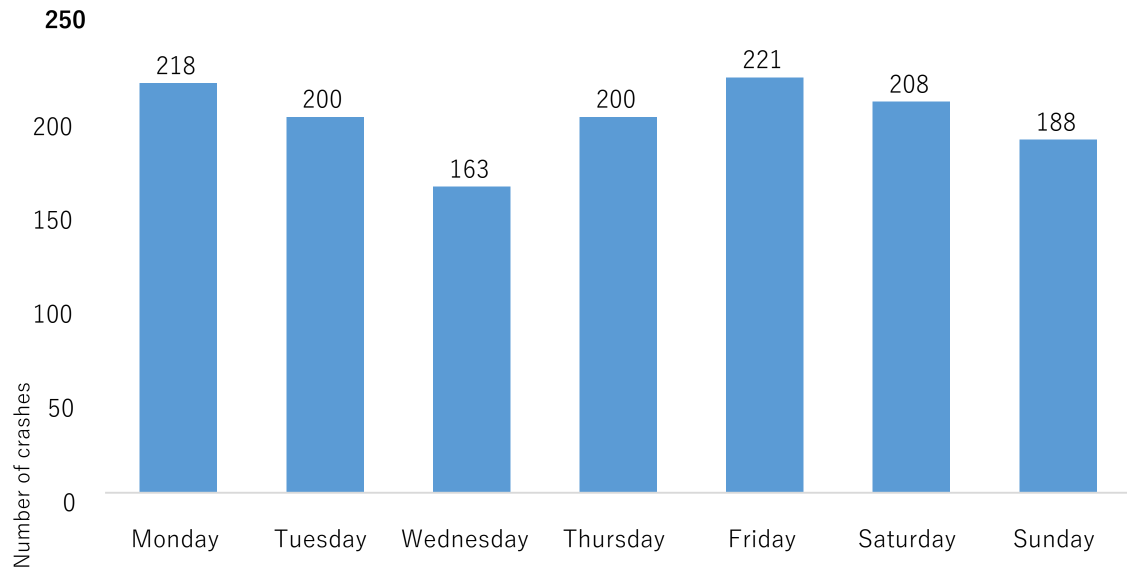
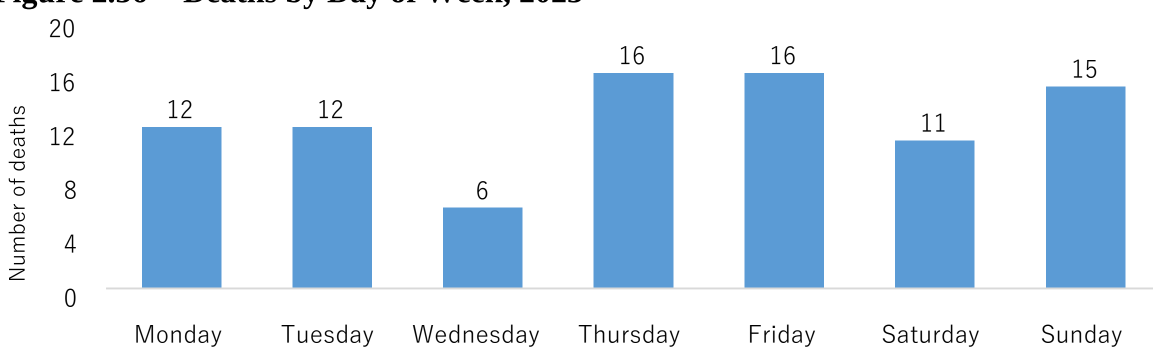


Figure 2.36 Deaths by Day of Week, 2023



High risk corridors and intersections

Crash events in Accra from 2021 to 2023 were geocoded and analysed using Geographic Information System (GIS) to identify high-risk crash corridors and hotspots. The analysis ranked the top ten fatal crash corridors, with the Kwashieman–Lapaz stretch (N1) emerging as the highest, followed by Apenkwa–Dimples (N1) and Motorway Tollbooth–Tetteh Quarshie Interchange (N1). These insights are valuable for road agencies and safety committees to guide infrastructure improvements, enforcement, and public education campaigns to enhance road safety.

Table 2.29 Top Ten-High Risk Fatal Crash Corridors (Deaths Per Km), 2021-2023

No.	Name of corridor	Number of deaths	Length of corridor (km)	Deaths per km
1	Kwashieman intersection – Lapaz intersection (N1)	29	2.5	11.6
2	Apenkwa overhead - Dimples roundabout (N1)	23	1.9	12.1
3	Motorway tollbooth – Tetteh Quarshie interchange (N1)	19	4.5	4.2
4	Akweteyman – Lapaz (N1)	18	2.2	8.1
5	Ring Road Central	17	4.7	3.6
6	Hansonic – Obetsebi Lamptey roundabout (Dr. Busia Highway)	14	2.8	5.0
7	Kwame Nkrumah Avenue	12	3.1	3.8
8	Apenkwa overhead – Sonnidom Filling Station (N6)	11	1.8	6.1
9	Okponglo – Shiashie (J.J. Rawlings Avenue - N4)	10	1.6	6.2
10	Liberation Road	10	3.7	2.7

Death statistics in these locations are based on the geocoded crash data from 2021-2023

2.3.6.2 Communication

The Accra Metropolitan Assembly (AMA) has made notable progress in developing its ICT infrastructure, supporting digital accessibility, innovation, and economic growth. With over 90% mobile penetration and growing internet access—mainly via mobile and fibre networks. Accra benefits from strong telecommunications services provided by major operators like MTN, Telecel, and AT. Government initiatives such as the National Digital Economic Policy have enhanced governance and service delivery through digital platforms, including online tax payments and building permits. Civic engagement has also improved with mobile apps addressing waste management and traffic issues.

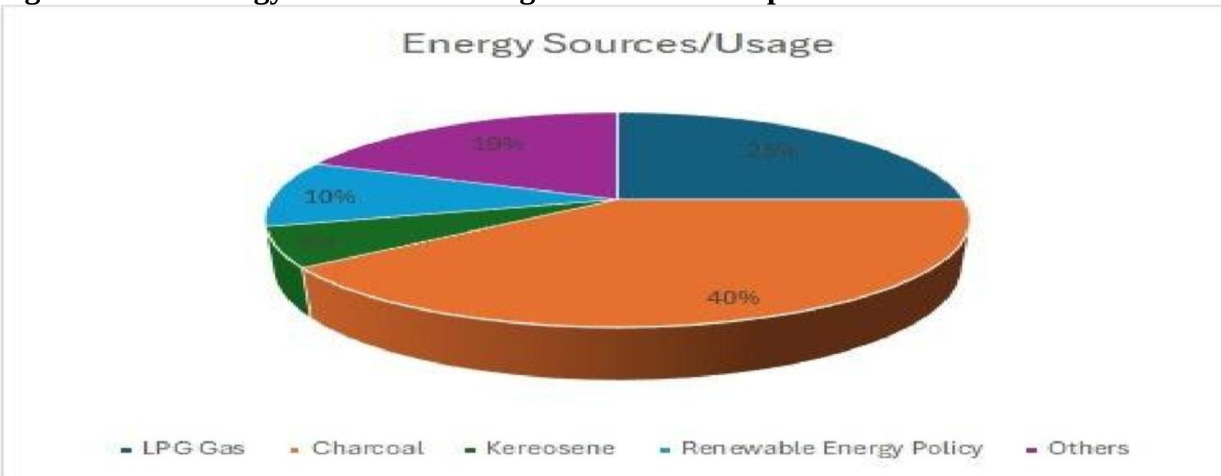
Despite advancements, digital inclusion challenges persist, especially in low-income areas due to affordability and access issues. Efforts to bridge this gap include community centres, digital literacy programs, and youth-focused ICT training. In education, schools are adopting ICT tools, though some still face connectivity constraints.

Accra's tech ecosystem is expanding with start-ups and innovation hubs in sectors like fintech, agritech, and health tech. Though the challenges remain, the ICT landscape in the city is evolving, positioning Accra as a growing digital economy with potential for inclusive development.

2.3.6.3 Energy

Accra’s energy mix is a blend of traditional and modern sources used by households, businesses, and institutions. About 80% of households have access to electricity from the national grid (managed by ECG), used for lighting, cooking, and appliances. However, frequent power outages (5–10 hours/week) persist. An estimated 10% of households use solar systems, mainly for lighting and small appliances. The uptake is driven by government incentives and includes both off-grid and grid-connected systems. Liquefied Petroleum Gas (LPG) adoption has grown significantly, from 160,000 users in 2010 to 1.5 million in 2021, supported by national campaigns. It is used by 25% of urban households for cooking and heating. Charcoal, still widely used, with about 40% of households, especially in low-income areas, relying on it for cooking. Its affordability sustains demand despite environmental and health concerns. Kerosene is also used by around 6% of households, mostly for cooking and lighting in areas with limited access to electricity or LPG. Its use is declining. Over 80% of public transport vehicles run on diesel or petrol. The government is promoting electric mobility as part of its long-term goals. Ghana aims to raise renewables to 10% of the national energy mix by 2030. Accra’s share in this is growing, though specific data remains limited. Accra's energy sector reflects a transition toward cleaner, more sustainable sources, such as solar and LPG, amid continued reliance on traditional fuels like charcoal. Key challenges remain around energy reliability, affordability, and environmental sustainability.

Figure 2.37 Energy Sources and Usage in Accra Metropolis



2.3.6.4 Asset Maintenance

The Accra Metropolitan Assembly (AMA) is responsible for managing a wide range of public assets such as roads, buildings, drainage systems, markets, parks, and equipment. These assets are categorized as movable (e.g., vehicles, office furniture, equipment) and non-movable (e.g., buildings, schools, land). Proper asset maintenance is essential for urban sustainability, public safety, and effective service delivery. However, many existing infrastructures are in poor condition due to rapid urbanization, high usage, and inadequate maintenance, resulting in issues like flooding, potholes, and traffic congestion.

The Assembly has practiced reactive maintenance, addressing problems only after they occur, which is costly and inefficient. The Assembly is now working to adopt preventive maintenance, involving regular inspections and planned upkeep to extend asset lifespans and reduce emergency costs.

Notwithstanding the above practices, the Assembly is faced with some challenges which includes limited budgetary resources, deferred maintenance, competing priorities, and insufficient technical capacity. To address these issues, the Assembly would explore Public-Private Partnerships (PPPs) to support asset upkeep, implementing digital asset management systems and GIS tools for improved planning and prioritization, encouraging community engagement through mobile reporting tools and local participation, and investing in staff training and long-term strategic planning to enhance maintenance efficiency and sustainability.

2.3.7 Governance

The Accra Metropolitan Assembly (AMA) serves as the governing body for the capital city of Ghana, Accra, and it plays a vital role in local governance and urban management. The assembly's governance structure is emblematic of Ghana's decentralized political system, aiming to improve service delivery and community engagement within the metropolitan area.

The AMA is led by a Municipal Chief Executive (MCE), appointed by the President of Ghana, who oversees the assembly's operations. The MCE is supported by a team of assembly members, elected from various electoral areas within the metropolis. The Assembly comprises both elected and appointed members, including representatives from the local community, traditional authorities, and women's groups, promoting diverse representation in governance.

The Accra Metropolitan Assembly (AMA) is one of the Two Hundred and Sixty One (261) Metropolitan, Municipal and District Assemblies (MMDAs) in Ghana and among the Twenty-nine (29) MMDAs in the Greater Accra Region.

It was established in 1898 but has gone through several changes in terms of name, size and number of Sub metros. When Ghana returned to constitutional rule in 1993, it derived its legal basis from Local Government Act, 1993, (Act 462) which currently has been amended as the Local Governance Act, 2016 (ACT 936), and under Legislative Instrument (L.I) 2364.

2.3.7.1 Peace and Security

The Accra Metropolitan Assembly (AMA) plays a crucial role in ensuring peace and security in Ghana's capital city, Accra. With rapid urbanization and population growth, the need for effective peace and security measures has become increasingly essential. The assembly implements various activities aimed at maintaining law and order, promoting community safety, and fostering social cohesion. In ensuring some level of peace and security within the City of Accra, The Assembly works closely with national security agencies, including the Ghana Police Service, National Security, and the Ghana Armed Forces, to coordinate efforts in crime prevention and management. Regular meetings and joint operations are organized to address security challenges within the metropolitan area.

Metro Security Council of the Assembly. (MESEC)

The MESEC of the Accra Metropolitan Assembly plays a vital role in maintaining peace, safety, and security within the city. It brings together stakeholders from security agencies, government institutions, local communities, and civil society to coordinate efforts in addressing urban security challenges. MESEC works closely with the Ghana Police Service, National Security, and other bodies to ensure a unified response to crime by assessing trends, identifying hotspots, and implementing targeted strategies. Through collaboration, community engagement, and proactive initiatives, the AMA continues to promote a safe and secure environment. Despite ongoing challenges, its commitment to strengthening partnerships and addressing social issues remains key to enhancing urban governance and the well-being of residents in Accra.

2.3.7.2 Community Action Planning and Popular Participation

Community Action Planning (CAP) is an integral part of the governance framework of the Accra Metropolitan Assembly (AMA) that aims to promote participatory development and empower local communities to identify and address their needs and challenges. Implemented as a response to the increasing complexity of urban issues in Accra, CAP facilitates collaborative planning processes, enabling communities to take charge of their development, improve living conditions, and enhance overall quality of life. CAP actively involves community members and all relevant stakeholders in the decision-making process concerning their environment and development priorities. This grassroots involvement ensures that plans reflect the real needs and aspirations of the community. The CAP process encourages local accountability by involving all stakeholders in the planning and implementation of development initiatives. This fosters greater trust between the AMA and the communities it serves.

The Accra Metropolitan Assembly (AMA) has implemented several strategies and initiatives to actively involve the community in the decision-making processes. These efforts aim to enhance transparency, accountability, and public participation in local governance.

The AMA organizes regular town hall meetings and public consultations to solicit input from residents on various issues, including urban planning, service delivery, and local development projects. These forums provide a platform for community members to voice their concerns, offer suggestions, and participate in discussions with Assembly officials. As discussed previously, the AMA employs the Community Action Planning process to engage residents in identifying their needs and priorities. Community members are encouraged to participate in needs assessments, planning workshops, and the formulation of action plans that guide local development initiatives. The Assembly also holds workshops and focus group discussions that bring together diverse stakeholders, including Traditional Authorities, local leaders, youth groups, women's organizations, and civil society. These sessions allow for inclusive dialogue, ensuring that different perspectives are considered in decision-making.

Public hearings are conducted by the Assembly for significant projects or policy initiatives, allowing community members to provide input and feedback on proposed plans or regulations. This transparency helps build trust and ensures that the views of residents are accounted for before finalizing decisions, and through electoral representatives (Assembly members) the Assembly has successfully implement its developmental activities with less challenges. These representatives gather feedback from their constituents and present local concerns at Assembly meetings.

In recent years, the AMA has increasingly utilized social media and digital platforms to engage with the community. Online polls, forums, and discussions provide residents with an accessible way to share their thoughts and participate in governance and the Assembly's Social Media Handles, AMA has been able to conduct educational campaigns to raise awareness about local governance, citizens' rights, and the importance of civic engagement. By informing residents of their rights and the decision-making processes, the Assembly empowers them to take an active role in governance.

Through these various means, the Accra Metropolitan Assembly fosters an environment of participation and engagement, enabling residents to have a say in the decision-making processes that affect their lives. By actively involving the community, the AMA enhances accountability, improves service delivery, and strengthens local governance. Continued efforts to promote engagement and address barriers to participation will be essential for achieving effective and inclusive governance in Accra.

Community Action Planning and participation are vital tools utilized by the Accra Metropolitan Assembly to promote participatory governance and community-driven development. By empowering residents to actively participate in the planning and implementation of initiatives that address their needs, CAP fosters stronger communities and enhances service delivery. Continuous support, resource allocation, and capacity building will be critical for the sustained success of community action planning in addressing the challenges faced by urban populations in Accra.

2.3.7.3 Corruption and Social Accountability

The Accra Metropolitan Assembly (AMA) acknowledges corruption and the lack of social accountability as major barriers to effective governance and service delivery. To tackle these challenges, the AMA has adopted several strategies, including adherence to national anti-corruption frameworks, staff training on ethics and transparency, and Reforms in Public Financial Management to improve transparency and oversight. It also promotes community engagement through public consultations and town hall meetings, and has established feedback mechanisms, such as the Client Service Unit, to allow citizens to report misconduct anonymously. The effectiveness of the measures taken hinges on sustained political will, community engagement, and continuous improvement of governance practices. By fostering a culture of transparency, accountability, and active citizen engagement, the AMA aims to mitigate corruption and improve service delivery for the residents of Accra.

2.3.8 Emergency, Preparedness and Response

The Disaster and Risk Management Plan for the Accra Metropolitan Assembly (AMA) provides a comprehensive framework for disaster preparedness, response, recovery, and mitigation efforts to safeguard the lives, property, and environment of the residents of Accra. The plan addresses both natural and human-induced hazards, ensuring a coordinated, proactive approach to managing risks and reducing the impact of disasters in the metropolitan area.

The primary objectives of the plan are:

- To identify and assess the potential hazards and risks facing Accra, including floods, fires, epidemics, and other emergencies.
- To enhance the capacity of the Accra Metropolitan Assembly, relevant government agencies, and local communities in disaster preparedness and response.
- To implement effective mitigation strategies that reduce the vulnerabilities of communities, infrastructure, and critical services.
- To strengthen coordination mechanisms across all levels of government, private sector, civil society, and international partners to ensure a unified and efficient response to disasters.
- To promote a culture of disaster risk awareness and resilience among residents, ensuring that they are informed and prepared for emergencies.

Accra, as the economic and administrative hub of Ghana, is exposed to a wide range of hazards, including frequent flooding during the rainy season, fire outbreaks in densely populated areas, and public health threats like epidemics. Additionally, the rapid pace of urbanization, population growth, and the effects of climate change have increased the city's vulnerability to disasters. This plan highlights the urgent need for disaster risk reduction measures to be integrated into the city's planning and development processes.

Key elements of the plan include:

1. *Risk Assessment and Hazard Analysis*: Identifying high-risk areas and vulnerable populations, with a focus on mapping hazards such as floods, fires, and epidemics.
2. *Disaster Prevention and Mitigation Strategies*: Outlining structural and non-structural mitigation efforts, including flood control infrastructure, improved drainage systems, enforcement of building codes, and awareness campaigns.
3. *Preparedness Plan*: Establishing early warning systems, emergency communication protocols, and community-based disaster risk management programs to ensure timely and effective response during emergencies.
4. *Emergency Response*: Defining roles and responsibilities of key stakeholders such as NADMO, the Ghana Police, Fire Service, and health institutions, to ensure a coordinated and efficient response in disaster situations. Evacuation procedures and shelter management are also covered.
5. *Recovery and Rehabilitation*: Planning for post-disaster recovery, including damage assessment, short- and long-term rehabilitation efforts, and the financial arrangements needed to support recovery activities.

The institutional framework ensures that disaster risk management is incorporated into the daily operations of the AMA. Key agencies such as the National Disaster Management Organization (NADMO) and other governmental bodies are integral to the implementation of this plan. The plan also recognizes the importance of community involvement, public-private partnerships, and the role of international and non-governmental organizations in disaster risk reduction.

The Disaster and Risk Management Plan for Accra is a living document that will be regularly reviewed and updated to reflect changing conditions and emerging risks. It underscores the commitment of the Accra Metropolitan Assembly to building a resilient city that can effectively mitigate, prepare for, respond to, and recover from disasters.

The successful implementation of this plan requires strong political will, financial investment, stakeholder collaboration, and sustained community engagement. By working together, Accra can reduce the impact of disasters, protect lives and property, and promote sustainable development.

Table 2.30 List of Development Issues

Development Dimension	Issues
Economic Development	• Limited access to capital for businesses • Informal nature of businesses • Limited skills for business development
	• Inadequate development of tourism potentials
	• Low productivity of livestock and poultry products. • Limited land for farming • Inadequate market infrastructure
	• Low levels of private sector investment in aquaculture • Weak involvement of communities in fisheries resource management
Social Development	• Inadequate support to health service delivery • Challenges in access to health education and management
	• Inadequate support for vocational schools • Inadequate computer libraries or laboratories • Overcrowding in schools • Inadequate educational infrastructure • Limited security in schools • Inadequate Ga teachers
	• Poor water, sanitation and hygiene in schools • Poor sanitation and waste management • Absence of transfer station
	• Inadequate access to social protection by the vulnerable/ PWDs • Streetism and child abuse • Youth delinquency (gambling, smoking, drug abuse, prostitution) • Limited attention to gender equality and women empowerment. • Unemployment especially among the youth
Environment, Infrastructure and Human Settlement	• Poor road conditions • Poor maintenance and absence of streetlights • Poor traffic management
	• Negative impact of climate change • Recurrent flooding due to absence/silted drains and streams • Poor drainage system
	• Encroachment of conservation areas
	• Absence of land for physical development • Poor adherence to human settlement planning

Development Dimension	Issues
	• Inadequate disaster prevention, preparedness and response
Governance, Corruption and Accountability	• Limited IGF generation • Low levels of representation of women in governance in decision making • Low performance of sub-district structures
	• Inadequate capacity of staff in specialised areas • Inadequate of residential accommodation for staff • Inadequate office accommodation
Implementation, monitoring and evaluation	• Inadequate logistics especially vehicles and office equipment
	• Limited capacities for the conduct of evaluations • Poor record keeping and documentation

2.4 Strengths, Weaknesses, Opportunities and Threats (SWOT)

Conducting a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) for the Accra Metropolitan Assembly (AMA) in the context of its governance, service delivery, and public management can provide valuable insights into its competitive advantages and areas for improvement.

Strengths

The AMA has a well-established governance structure that facilitates coordinated service delivery and effective management. Being the capital city, Accra draws significant attention from governmental and international bodies, enabling access to resources and support. There are high levels of community involvement and participation provide support for local initiatives and enhance accountability, and the strong partnerships with NGOs, civil society organizations, and international agencies enhance capacity and mobilization of resources. Thers also clear policies and regulations guide operations and create a framework for accountability and service delivery. Utilizing technology for service delivery improvements, such as online platforms for engagement and monitoring.

Weaknesses

Budget constraints and limited funding can hinder the Assembly's ability to implement programs effectively. There is an Infrastructure Challenges such as poor infrastructure, including roads and waste management facilities, that strong affect and limits operational efficiency. Like many public institutions, the AMA may struggle with corruption and mismanagement, which can undermine public trust. Variability in service quality, particularly in waste management and sanitation, affects public satisfaction. Despite campaigns, some communities may still lack adequate knowledge and understanding of sanitation and waste management practices.

Opportunities

The increasing penetration of technology could enhance service delivery, including waste management through digital platforms and smart city initiatives. The potential for partnerships with international organizations focused on urban development and sustainability that can bring in funding and expertise. As urbanization continues, there is an opportunity to modernize infrastructure and services to meet the growing population's needs. Besides, Enhancing programmes that engage citizens in governance can lead to better compliance and innovative local solutions. The global focus on sustainability and climate change presents opportunities for the AMA to adopt green practices and enhance its environmental profile.

Threats

Increased population density can lead to strain on existing infrastructure and public services, complicating waste management and sanitation. National and local economic downturns can result in reduced funding and resources for essential services. Poor sanitation can lead to public health crises, posing risks to community well-being and placing additional burdens on the assembly. Environmental impacts, such as flooding and other climate-related issues, can exacerbate waste management challenges and infrastructure vulnerabilities. If gaps in service delivery continue, there could be rising public dissatisfaction, leading to protests or loss of trust in local governance.

By recognizing these strengths, weaknesses, opportunities, and threats, the Accra Metropolitan Assembly can strategize more effectively to improve governance and service delivery. Utilizing strengths and opportunities while addressing weaknesses and mitigating threats will be key to ensuring sustainable growth and enhanced quality of life for residents in the Greater Accra Region.

Table 2.31 SWOT Analysis

Strengths	**Weakness**
Strong Institutional Framework.	Limited Resources

Strategic Location	Infrastructure Challenges
Engaged Community	Corruption Risks
Collaborative Networks	Inconsistent Service Delivery
Investment in Technology	Insufficient Public Awareness
Opportunities	**Threats**
Technological Advancements	Rapid Urbanization
International Support	Economic Challenges
Urbanization Trends	Infectious Diseases
Increased Community Engagement	Climate Change and its risks
Sustainability Initiatives	Public Dissatisfaction

Source: MPCU, 2025

2.5 Medium-Term Needs Assessment and Projections

2.5.1 Needs Assessment

Development problems and key challenges were identified during the community engagement sessions with the three the Sub-Metropolitan District Council that includes all the twenty electoral areas. During these sessions, stakeholders made a meaningful presentation of developmental challenges confronting them in their respective communities. Below are the issues identified?

Ablekuma South Sub Metro

- Bad road at old Dansoman near kamara, no drains and dumping of liquid waste into open drains
- Same at Banana Inn
- Silted drain at kamara last stop
- Potholes along the IBE Road
- Silted/ choked Drains with refuse within the Chorkor Chemuna area
- Corrosion of electrical wires/ meters by sea breeze (Ckorkor Chemuna)
- Security for Government schools leading to theft of computers/other assets – Mamprobi Sempe, Ebenezer and girl's schools
- Fence wall for Mamprobi Sempe
- Pavement of Schools – Kojo Ababio, Ebenezer, Mamprobi Sempe and Girls School 10. Canteen for public schools
- Poor sanitary sites – Mamprobi St. Francis, Girls school,
- Poor drainage system/ choked drains
- Lack of household toilets

- Open defecation
- Inadequate borla taxi
- Poor lighting system along major highways within Ablekuma South mortuary road, bishop powers, Zoti junction, Chemu road to Salvation Summer HAT to Banana-inn IBE etc. Chokor white house to radio gold etc.
- Poor surface road conditions along – Methodist to bamboi, to Chokor Presby
- Street cleaning to create job opportunities for women and to preserve the road in the sub-metro
- Inadequate sanitation guards to create jobs for the youth
- Inadequate green parks at Mamprobi Sempe Park, Ataa Adjei Park
- Poor drainage system/Choked underground drains at Edward Addo Road intersection leading to perennial flooding in the area.
- Encroachment on drains at Mamprobi Sempe to Korle Bu Road
- Non-functioning traffic lights within the Sub-metro
- Faded road markings
- No public toilet at new Mamprobi
- No public health facility at new Mamprobi
- Choked drains at Chemunaa bridge leading to perennial flooding
- Dumping of refuse in drains at Chemunaa
- Dumping of refuse along the beaches
- Discharge of affluent into open drains
- Choked with waste drains opposite the Mamprobi Post office, Korle Bu New station
- Flooding at the School of Hygiene during rainy season
- Stalled drainage project at in front of the School of Hygiene
- Flooding at MOH school
- Discharge of affluent into open drains at Polo
- Broken drains at Korle Gonno Powerhouse, Ansah Noonu (perennial flooding)
- Serious soil erosion at Ahuma Kojo Road
- Potholes along Ansah Noonu
- Tuesday Market – no security gate/poor lighting system, choked drains, encroachment on drains

- No fence wall at Roman Boys
- Nuisance created by rearing of cattle behind the Roman Boys School.
- Encroachment on open drains at Chemuna
- Choked drains

Okaikwei South Sub Metro

- Perennial flooding around Awudome cemetery
- Broken down fence wall at Awudome JHS
- Deplorable road within Bubui electoral area 4. Stalled drainage project behind Darkuman Junc.
- Kaneshie 1& 3 basic school building in deplorable state
- Flooding at Asafoatse Okoe street (Kaneshie)
- Choked at Gonten
- No road marking on most of the roads within the sub-metro
- No street light swanlake to avenor
- Unauthorized parking
- Poor sanitation avenor
- security at avenor
- Homelessness/streetism/migration
- Bushy road at Kasajan road
- Youth unemployment
- No streetlights and along Tabo street (Bubuashie)
- No traffic light at swanlake intersection
- Inadequate school uniform, furniture, wastebins at Bubui No.1
- Drug abuse/peddling
- Direct connection of power from the electric pole
- Bad road at solid rock (Gonte Elec.)
- No streetlight at Awudome
- No drains at North public school
- No drains and poor surface condition along Orgle road to Bubuashie stretch
- Kaneshie Polyclinic area serving a breeding ground for mosquitoes 26. Bad roads, inadequate drains within Kantsian Electoral Area

- Road network within the sub-metro generally bad.
- Perennial flooding around Awudome cemetery
- Broken down fence wall at Awudome JHS
- Deplorable road within Bubui electoral area 31. Stalled drainage project behind Darkuman Junc.
- Kaneshie 1& 3 basic school building in deplorable state
- Flooding at Asafoatse Okoe street (Kaneshie)

Ashiedu Keteke

- Stalled Project - Salaga Market
- Relocate back to the Fishing Harbour after completion
- Lack of dustbins for households.
- Poor network around Opera Square
- Road encroachment at Tafo road in Kinka
- Untarred road at Tafo Kinka
- Regular roadblocks for festivals without permits – Mudor.
- Bad road linking Opera Square – Nmlitse Gonno Electoral Area.
- Inadequate security in Ashiedu Keteke
- Encroachment of Agbogbloshie Market by yam sellers causing vehicular traffic
- Lack of recreational facilities in Kinka
- Increased commercial sex activities (prostitution) and drug abuse at Korle Wonkor
- Lack of security at the CBD.
- Indiscriminate dumping of refuse around the Jamestown Fishing Harbour.
- Stalled Sempe School Project.
- Closed library at Akoto Lante
- Broken down traffic light at high Street – Sempe – Palace enclave.
- Streetism/ Migration
- Poor urban planning
- Limited attention for PWDS

Table 2.32 Resetting Agenda for Jobs, Opportunities and Prosperity 2026-2029

DEVELOPMENT DIMENSSION	KEY DEVEELPOPMENT ISSUES
1. Economic Development	

1.1 Focus Area: Local Economic Development	1.1.1 High rate of unemployed women 1.1.2 High rate of youth unemployment 1.1.3 Stalled Market Project - Salaga Market 1.1.4 Relocate mongers to the Fishing Harbour after completion
1. Environment and Human Settlement Developments	
2.1 Coordination and integration of infrastructure, spatial, climate and human settlement	2.1.1 Poor Road Infrastructure 2.1.2 Poor Drainage System 2.1.3 Low and Poor Internet Connectivity 2.1.4 Lack of household toilets 2.1.5 Inadequate Street Lights 2.1.6 Inadequate Environmental & sanitation Workers 2.1.7 Inadequate green & recreational parks 2.1.8 No availability of Public Toilet facilities 2.1.9 Indiscriminate Dumping of Waste 2.1.10 Intermittent Flooding 2.1.11 Discharge of affluent into open drains
2. Governance and Institutional Development	
3.1 Enhance local good governance and institutional development	3.1.1 Inadequate Security for Public Schools. 3.1.2 Poor lighting systems 3.1.3 Encroachment on drains 3.1.4 Non-functioning traffic lights 3.1.5 Unauthorized parking 3.1.6 Poor security at CBD 3.1.7 Road encroachment/Blocks 3.1.8 High rate of streetism and rural urban migration 3.1.9 Inadequate sanitation guards 3.2.0 Inadequate and delay in central Government transfers 3.2.1 Weak spatial planning and capacity at the local level
3. Social Development	
4.1 **Sustainable access to improved quality education and health services**	4.1.1 Poor sanitary sites 4.1.2 Lack of Public Toilets 4.1.3 Inadequate public health facilities/logistics/infrastructure 4.1.4 High rate of Drug abuse/peddling 4.1.5 Lack of recreational facilities 4.1.6 High rate of prostitution

Table 2.33 POCC Analysis

Issues	Potentials	Opportunities	Constraints	Challenges
Goal: Sustainable development through coordinated and integrated planning, climate adaptation and human settlement/Inclusive and Equitable Social Services and Development				
▪ **Inadequate Environmental & sanitation Workers** ▪ **Inadequate sanitation guard**	▪ Existence of Metro Waste Management dept. ▪ Zoomlion ▪ Private waste	▪ Existence of donor agencies e.g. USAID ▪ Existence GARID	▪ Limited budget allocation ▪ lack of clear recruitment policies	▪ Delays in release of external funds ▪ Poor employment conditions ▪ Political and

Issues	Potentials	Opportunities	Constraints	Challenges
▪ **Poor sanitary sites**	collection organizations	▪ Existence Ministry of Sanitation ▪ Existence of NGOs	▪ Low IGF	administrative interference
CONCLUSION **Addressing this gap requires systemic in active stakeholder engagement and Investment in workforce development, improved policy implementation**				
▪ **Inadequate green & recreational parks**	▪ Metro sporting directorate ▪ Existence of parks and Garden unit ▪ Existence of Physical Planning Dep't ▪ Existence of Tech/SPC ▪ Existence of Assembly bye-law	▪ Existence of the Ministry of Youth and Sports ▪ NGOs ▪ Existence of Regional Sports Council ▪ Existence of Environmental Protection Agency- EPA	▪ Low level of IGF ▪ Limited land space ▪ Land use pressure	▪ Delays in the release of DACF and MDF ▪ Encroachment of public land space ▪ Competing development priorities
CONCLUSION: **Efforts should be made to tap into the opportunities for developing sports facilities whilst improving the revenue of the Assembly**				
▪ **No existence of Public Toilet facilities** ▪ **Lack of household toilets**	▪ Existence of Public Health Dept. ▪ Existence of Works Dept. ▪ Existence of Waste Dept	▪ Existence of Public Private Partnerships (PPP) for toilet facility development. ▪ Donor and NGO support for Sanitation projects. ▪ Existence of Ministry Sanitation	▪ Limited land space in densely populated areas. ▪ Inadequate funding Maintenance and management of public toilets	▪ Limited land space ▪ Poor enforcement of sanitation regulations ▪ Inadequate funding and community education
CONCLUSION: **Addressing this requires a multi-stakeholder approach involving government, private sector and communities to ensure accessible, affordable and well-maintained sanitation infrastructure**				
▪ **Indiscriminate Dumping of Waste** ▪ **Poor attitude of citizenry towards environmental sanitation** ▪ **Poor sanitation and waste management**	▪ Existence of waste mgt dept. ▪ Existence of public health dept. ▪ Existence of AMA Bye-laws	▪ Existence of Zoomlion bins ▪ Existence of Sanitation court ▪ Existence of Ministry of Sanitation	▪ Inadequate waste collection infrastructure and bins. ▪ Poor enforcement of environmental bylaws. ▪ Limited funding and logistics for waste management.	▪ Inadequate donor funds ▪ Delays in central government funds ▪ Weak enforcement of sanitation laws
CONCLUSION: **Investment in education, enforcement and infrastructure is critical to creating sustainable waste management systems**				
▪ **Intermittent Flooding**	▪ Existence of NADMO ▪ Existence of Physical planning department ▪ Existence of NCCE	▪ Government support ▪ Existence of GARID project ▪ Existence of MESTI ▪ Existence of Ministry of Roads	▪ Inadequate landfills sites ▪ Construction activities on waterways ▪ Weak enforcement of bye-laws	▪ Low public education ▪ Inconsistency in financing ▪ Land encroachment ▪ Weak enforcement of national laws
CONCLUSION: **A multi-stakeholder approach is needed, including investment in climate-resilient infrastructure, enforcement of land-use regulations and active community participation in flood mitigation**				
▪ **Discharge of affluent into open drains**	▪ AMA bye-laws ▪ Existence of AMA taskforce • Metro public health • Existence of NCCE	▪ Ministry of Sanitation ▪ Existence of Ghana police ▪ Existence of sanitation court ▪ Ministry of Health	▪ Low internal funding ▪ Weak bye-laws implementation ▪ Limited logistics for monitoring ▪ Lack of household toilet facilities	▪ Low media campaigns ▪ Rapid urbanization and unregulated development ▪ Low donor support ▪ Weak enforcement of regulations
CONCLUSION: **Addressing this requires a multi-sectoral and integrated approach, regulations, public engagements etc. to achieve sustainable urban sanitation**				
Goal: Enhanced institutional and leadership capacity at the local level through improved systems and skills development				

Issues	Potentials	Opportunities	Constraints	Challenges
▪ **Inadequate Security for Public Schools** ▪ Poor security at CBD ▪ **Inadequate security**	▪ Existence of metro guards ▪ NADMO ▪ Metro Fire service	▪ Ghana Police service ▪ National security ▪ Existence of DACF ▪ Donor funding ▪ GES ▪ PTAs	▪ Low reporting systems ▪ Poor coordination with security services ▪ Lack of security guards ▪ Unfenced school compounds	▪ Limited public sector employment ▪ Inadequate DACF allocation ▪ Inadequate collaboration between schools' communities and law enforcement
CONCLUSION: **Addressing school security not only protects children but also improves academic performance and community trust in public education**				
▪ **Streetlights**	▪ Existence of IGF ▪ Existence of works Dept. ▪ Existence of Metro ECG Office	Existence of Ministry of Energy Existence of Central gov't. funds. NGOs Regional/national ECG office Donor funding eg. Clean energy initiatives	▪ Inadequate logistics ▪ Low maintenance culture ▪ Poor coordination with ECG ▪ Bureaucratic delays	▪ Poor monitoring and community feedback ▪ Weak electrical infrastructure ▪ Inadequate maintenance budget allocations
CONCLUSION: **Improving lightning will not only reduce crime and accidents but also foster safer, more vibrant neighbourhoods**				
▪ **Unauthorized parking** ▪ **Road encroachment/Blocks**	▪ Existence of Metro security ▪ Existence of AMA Bye-laws on road safety ▪ Existence of DRIP	▪ Existence of Ghana Police/MTTD ▪ Existence of National Road Safety	▪ Weak enforcement of AMA bye-laws ▪ Inadequate open spaces ▪ Inadequate parking lots	▪ Weak enforcement of national road safety laws ▪ Weak legal framework and bureaucracy
CONCLUSION: **The issue of unauthorised parking surge need attention to facilitate the mobility of goods and services within the metropolis. The enforcement of the bye-laws by the assembly metro security and MTTD would avoid unauthorised parking**				
▪ **Inadequate public health facilities**	▪ Existence of metro health directorate ▪ Existence of Korle-bu hospital ▪ Existence of Mamprobi Hospital	▪ Existence of Ministry of Health ▪ Existence of Quasi-Gov't health institution	▪ Inadequate health financing ▪ Inadequate land for construction	▪ Poor attitude towards preventive health care practices ▪ Low continuity of government projects
CONCLUSION: **Government should support the Health sector across all levels and fully integrate them into the decentralized system**				
▪ **High rate of Drug abuse/peddling**	▪ Presence of NCCE office ▪ Social welfare and community development dept.	▪ Ministry of Gender and Social Protection ▪ Youth employment agency ▪ Support from NGOs	▪ Poor parental care and guidance ▪ Lack of entrepreneurial skills among the youth employment opportunities	▪ Adoption of negative western culture ▪ High desire for white collar jobs
CONCLUSION: **Drug abuse and youth unemployment is a serious issue. The presence of the Ministry of gender and social protection NCCE office, social welfare and community devt dept. should organise capacity building seminars to provide guidance and counselling to youth on drug abuse and equip them with entrepreneurial skills which would aid in reducing the high desire for white collar jobs**				
▪ **High rate of prostitution**	▪ Existence of NCCE ▪ Existence of public health	▪ Existence of advocacy agencies	▪ Inadequate attention to impacts ▪ Low level of sensitization	▪ Inadequate campaign against act ▪ Weak enforcement of regulations
CONCLUSION: **Addressing prostitution help reduce issue of HIV/AIDS thereby improving the health of citizens**				
▪ **Stalled and abandoned school projects**	▪ Existence of Metro Education Directorate ▪ Existence of PTA	▪ Existence of Ministry of education ▪ Existence of donor funding ▪ Existence of GETFund	▪ Low IGF ▪	▪ Delays in release of central gov't funds
CONCLUSION: **Addressing this will significantly improve educational infrastructure, boost enrolment and contribute to long-term social development**				

Issues	Potentials	Opportunities	Constraints	Challenges
Goal: Accelerated and sustainable local economic development				
▪ **High rate of unemployed women and youth**	▪ Existence of Department of Trade and Industry ▪ Implementation of Planting for Food and Jobs Programme ▪ Implementation of 1D1F Programme Existence of staff	▪ Existence of Dept of Trade and Industry ▪ Existence of World Vision ▪ Existence of staff ▪ Implementation of Planting for Food and Jobs Programme ▪ Implementation of 1D1F Programme	▪ Lack of Rural Technology Facility (RTF) ▪ Low level of IGF	▪ Embargo on employment in some sectors as a result of IMF programme
CONCLUSION: **The implementation of 1D1F and PFJ programmes coupled with technical delivery from the Department of Trade and Industry will reduce unemployment rate in the Metropolis**				
▪ **Stalled Market Project** ▪	▪ Existence of Works Dept. ▪ Existence of IGF	▪ DACF ▪ Donor funding	▪ Low IGF ▪ Inadequate capital investment	▪ Delays in the release of government funds
▪ **Limited Youth in Agriculture** ▪	▪ Existence of agric dept.	▪ Existence of MoFA ▪	▪ Inadequate lands ▪ Low level of modern technology	▪ Low level of youth empowerment
CONCLUSION: **The provision of logistics and posting of AEAs will enhance access to extension services by farmers especially women**				
▪ **Limited access to credit facilities for SMEs**	▪ Availability of IGF ▪ Existence of BAC	Existence of GEA Existence of Ghana Exim Bank Existence of GIZ	▪ Inadequate IGF allocation ▪ Low donor support	▪ Weak institution capacity and technical expertise ▪ Bureaucratic bottlenecks
CONCLUSION: **The effort will drive inclusive job creation and a thriving SME sector growth**				
▪ **Low interest in youth entrepreneurship**	▪ Existence of Department of Trade and Industry ▪ Existence of BAC ▪ Existence of World Vision	▪ Existence of Ministry of Trade and Industry ▪ Existence of NBSSI	▪ Low acquisition of start-up grants	▪ Difficult entering competitive markets ▪ Limited access to digital tools and skills
CONCLUSION: **Addressing is this will only empower youth to become self-reliant but also foster job creation, economic growth and social stability**				
▪ **Low quality and inadequate agricultural infrastructure such as poor storage**	Existence of Works Dep't Existence of Metro Agricultural Dept. Availability of PFJ programme Existence of private agro input dealers	Existence of Ministry of Agriculture Availability of planting for food and job programme	▪ Dilapidated existing storerooms	▪ Delay in the release of Central Government Funds
CONCLUSION**: The rehabilitation of existing storerooms coupled with the implementation of the planting for food and job programme in the Metropolis will enhance access to quality planting materials**				
Goal: strengthen and leverage international partnerships and diplomatic relations in investment, innovation, and city-to-city cooperation				
▪ **Limited leveraging of local diplomatic relations for economic development and climate change**	▪ Existence of social media or digital platforms ▪	Existence of embassies Existence of sister -cities Existence of NGOs	Resource and capacity constraints	Coordination complexity with local and federal bodies
CONCLUSION: **By engaging with local diplomatic missions, AMA can unlock collaboration, funding, and innovation**				

Source: MPCU- AMA, 2025

2.5.2 Estimated Future Development Needs Projection

Effective economic planning relies on data concerning various socio-economic factors across different levels. Development indicators are closely linked to both the size and composition of the population. Therefore, understanding population size and structure at various points in time is critically important. Population projections are essentially conditional forecasts that extend past trends into the future. These projections typically do not reflect potential changes in policy and are based on the assumption that historical trends will persist.

Table 2.34 Population Projections for 2026-2029

Age Cohorts	Year	2025	2026	2027	2028	2029
	Total Population	**563679**	**588,245**	**609,250**	**626,222**	**641,187**
0-4		60034	61,000	61,500	62,000	62,500
5--9		50966	56,128	57,090	57,518	58,024
10--14		50855	47,682	52,518	53,671	53,812
15-19		55439	47,608	44,651	49,125	50,246
0-24		70141	51,851	44,563	41,733	46,005
25-29		64694	65,605	48,523	41,716	39,064
30-34		50306	60,528	61,408	45,450	39,063
35-39		39376	47,121	56,612	57,437	42,565
40-44		31381	36,795	44,101	53,002	53,754
45-49		23875	29,307	34,450	41,250	49,832
50-54		20226	22,338	27,434	32,235	38,611
55-59		14047	18,936	20,905	25,671	30,155
60-64		10806	13,137	17,714	19,561	23,771
65-69		7111	10,114	12,295	15,503	18,303
70-74		6169	6,659	9,469	11,510	13,875
75-79		3890	5,764	6,232	7,776	9,332
80-84		2737	3,637	5,392	6,356	7,268
85+		1627	4,035	4,393	4,708	5,007

Source: PHC-2021, Statistics-2025

2.5.2.1 Education

Education is essential to societal development, and enrolment projection is key to effective planning. It informs decisions on school infrastructure, teacher requirements, and student progression. Reliable data is crucial for policymakers to plan future educational needs. Tables 28 to 34 show trends in admissions, enrolment, and projected teacher demand for KG, Primary, and JHS from 2026 to 2029

Table 2.35 Projected Students Enrolment

Level	2025	2026	2027	2028	2029

KG	1,646	1698	1751	1806	1863
Primary	16,421	16938	17471	18021	18589
JHS	11,911	12286	12673	13072	13483

Source: Field Survey, 2025

Table 2.36 Demand for Classrooms (KG)

Year	Planning Standard (Enrolment per Class)	Available	Required	Backlog
2025	45	50	37	(13)
2026	45	50	38	(12)
2027	45	50	39	(11)
2028	45	50	40	(10)
2029	45	50	41	(9)

Source: Field Survey, 2025

Table 2.37 Demand for Classrooms (Primary)

Year	Planning Standard (Enrolment per Class)	Available	Required	Backlog
2025	40	401	411	10
2026	40	401	423	22
2027	40	401	437	36
2028	40	401	451	50
2029	40	401	465	64

Source: Field Survey, 2025

Table 2.38 Demand for Classrooms (JHS)

Year	Planning Standard (Enrolment per Class)	Available	Required	Backlog
2025	40	352	465	116
2026	40	352	465	116
2027	40	352	465	116
2028	40	352	465	116
2029	40	352	465	116

Source: Field Survey, 2025

Table 2.39 Demand for Teachers (KG)

Year	Planning Standard (Pupils per Teacher)	Available	Required	Surplus
2025	25	-	75	(7)
2026	25	-	68	(14)
2027	25	-	70	(12)

2028	25	-	72	(10)
2029	25	-	75	(7)

Source: Field Survey, 2021

Table 2.40 Demand for Teachers (Primary)

Year	Planning Standard (Pupils per Teacher)	Available	Required	Backlog/Surplus
2025	35		531	8
2026	35			
2027	35			
2028	35			
2029	35	-		

Source: Field Survey, 2021

Table 2.41 Demand for Teachers (JHS)

Year	Planning Standard (Pupils per Teacher)	Available	Required	Surplus
2025	25			
2026	25			
2027	25			
2028	25			
2029	25			

Source: Field Survey, 2021

Based on the exponential method of projection, using the total student population, it is anticipated that enrolment will continue to increase over the next three to four years by approximately 3,957 students. With the exception of the Primary level where there would be shortage of teachers by eight (8), there will be enough teachers to meet the demands of the increasing student enrolment levels over the planning period. Nonetheless, it will be prudent for authorities to put in place measures to curb the situation at the primary level.

Aside the kindergarten level, there is and would be a shortage of classrooms at the primary and JHS levels by 64 and 116 respectively over the plan period. This will lead to overcrowding in classrooms which diminishes the quantity and quality of teaching and learning with serious implications for attainment of educational goals. Hence, authorities will have to act fast providing additional classrooms to meet the demand of the increasing enrolment in schools.

2.5.2.2 Health

Human resources and facilities are the key components of health systems. It is critical to have the right number of human resources at anytime and anywhere in the health system. In this regard, to promote sustainable healthcare delivery within the planned period, it is important to make projections of healthcare variables such as health facilities and health personnel to help decision makers identify potential gaps between the future supply and demand of human resources and to make necessary changes in medical training processes to fill the gaps.

Table 2.42 Demand for Doctors

Year	Population	Available	Required	Backlog
2025	314,109	42	60	18
2026	321,961	42	65	
2027	330,010	42	70	
2028	338,261	42	75	
2029	346,717	42	80	

Table 2.43 Demand for Nurses

Year	Population	Available	Required	Surplus
2025	314,109	523	592	
2026	321,961		650	
2027	330,010		650	
2028	338,261		700	
2029	346,717		700	

Source: Field Survey, 2025

2.5.2.3 Housing

Table 2.44 Housing Projections

Year	Population	UN Standard	Available	Required	Backlog
2025		1: 2.5 persons			
2026		1: 2.5 persons			
2027		1: 2.5 persons			
2028		1: 2.5 persons			
2029		1: 2.5 persons			

Source: Field Survey, 2021

CHAPTER THREE

KEY DEVELOPMENT PRIORITIES

3.0 Introduction

Developmental issues and key challenges were identified through community engagement sessions held across the three Sub-Metropolitan District Councils. During these sessions, stakeholders presented a comprehensive overview of the developmental challenges faced in their respective electoral areas. The prioritization of community issues was conducted through a systematic and participatory approach involving key stakeholders from various electoral areas within the Sub-Metropolitan District. The process aimed to ensure that the most pressing developmental challenges were identified and addressed in alignment with community needs and development goals

To effectively prioritize these issues, stakeholders considered several developmental conditions, including: the severity and diversity of the problem, along with the potential social, economic, and environmental benefits of addressing it. The potential multiplier effects on economic efficiency, such as attracting investors, creating jobs, increasing incomes, and fostering growth and the linkage effect in fulfilling basic human needs and rights. The impact on sustainable spatial development within designated areas or corridors.

In addition, identified steps and tools were used in the prioritisation series:

Community Engagement Sessions: Stakeholders, including community leaders, residents, and local officials, participated in discussions to present and document their community's developmental challenges. This participatory approach fostered inclusivity and ensured diverse perspectives were captured.

Consolidation of Issues: The issues raised during engagement were harmonized with findings from the performance review in Chapter One to create a comprehensive list of key development concerns.

The Likert Scale (1-5) was chosen for its simplicity, ease of understanding, and ability to quantify subjective judgments, making it accessible for a broad range of stakeholders.

Pairwise Ranking was used to resolve ambiguities when issues scored equally, providing a more nuanced prioritization based on direct comparisons.

This structured approach ensured a transparent, inclusive, and data-driven prioritization process, enabling the identification of issues that would have the most significant social, economic, and spatial impacts for the community.

Table 3.1 Prioritized Development Issues

S/N	Development Issue	Severity and diversity of the problem and intended benefits **(**social, economic, environmental **etc.**) of addressing	Significant **multiplier** effect on economic **efficiency**, e.g. attraction of **investors**, job creation, **increase** in incomes and growth	Sign. linkage effect on Spatial designated spaces or Corridors.	Significant effects in the **sustainable** dev't meeting of basic human needs and rights	Score	Ranked Issue
1.	Poor drainage systems	5	5	3	5	18	1st
2.	Poor sanitation within all three electoral areas	5	5	3	5	18	1st
3.	Poor roads	5	5	4	4	18	1st
4.	Intermittent cases of Flooding	4	4	4	5	17	4th
5.	Redevelopment of selected markets	5	5	4	1	15	5th
6.	Open defecating along the beaches and open spaces	5	5	3	2	15	5th
7.	Inadequate security within schools and communities.	4	4	4	1	13	7th
8.	Poor abandoned educational infrastructure	3	2	2	2	9	7th
9.	High Youth Unemployment	5	4	4	1	14	7th
10.	Unauthorized blocking of roads by Traders and mechanic shops	3	3	4	4	14	7th
11.	Inadequate maintenance of streetlights	3	4	2	4	13	11th
12.	Inadequate enforcement of AMA by laws	4	3	2	4	13	11th
13.	Inadequate Senior High Schools	4	4	4	1	13	11th
14.	Abandoned and stalled market projects (Salaga)	5	3	3	2	13	11th
15.	Inadequate Health Facilities (Clinics)	5	4	2	1	12	15th
16.	Unauthorized blocking of roads by Traders and mechanic shops	4	2	2	12	12	15th
17.	Encroachment of Public Spaces	3	3	1	5	12	15th
18.	Inadequate Dumping Sites.	4	3	2	3	12	15th
19.	Drug abuse among the youth	4	3	4	1	12	15th
20.	High incidence of gambling and betting among children and youth.	4	3	3	1	11	19th
21.	Increasing incidence of prostitution among the youth.	4	3	3	1	11	19th
22.	Inadequate community libraries	4	3	2	1	10	20th
23.	Lack of open space for recreational and social activities	3	4	2	1	10	20th

S/N	List of Ranked Development Issues	Position
1.	Poor drainage systems	1st
2.	Poor sanitation within all three electoral areas	1st
3.	Poor inner-city roads	1st
4.	Intermittent cases of Flooding.	4th
5.	Redevelopment of selected markets	5th
6.	Open defecating along the beaches and open spaces	5th
7.	Inadequate security within schools and communities.	7th
8.	Poor and abandoned educational infrastructure	7th
9.	High Youth Unemployment	7th
10.	Unauthorized blocking of roads by Traders and mechanic shops	7th
11.	Inadequate maintenance of streetlights	11th
12.	Inadequate enforcement of AMA by laws	11th
13.	Inadequate Senior High Schools	11th
14.	Abandoned and stalled market infrastructure	11th
15.	Inadequate Health Facilities (Clinics)	15th
16.	Encroachment of Public Spaces	15th
17.	Inadequate Dumping Sites.	15th
18.	Drug abuse among the youth	15th
19.	Limited access to credit facilities for SMEs	19th
20.	Increasing incidence of prostitution among the youth.	19th
21.	Inadequate community libraries	20th
22.	Lack of open space for recreational and social activities	20th

3.1 2030 Sustainable Development Goals (SGDs) and Targets

The Accra Metropolitan Assembly (AMA), as a key local government body, has identified several prioritized issues above and have been closely linked to the Sustainable Development Goals (SDGs) in table 3.3. These issues focus on addressing urban challenges to promote sustainable and inclusive growth within Accra, in alignment with the global agenda for 2030.

The AMA's prioritized issues are strategically linked to the SDGs, with specific targets aimed at making Accra a more sustainable, inclusive, and resilient city by 2030. Achieving these targets will require coordinated efforts among government, private sector, and community stakeholders.

Table 3.2 List of Linked SDGs and Their Targets

Development Dimension	SDGs and Targets
Economic Development	• By 2030, achieve a diversified local economy with growth across key sectors such as agriculture, services, and tourism, reducing dependency on a limited number of industries. (SDG 8.9) • By 2030, increased Employment Opportunities, Create substantial job opportunities, aiming for a significant reduction in unemployment rates and increased workforce participation, especially for youth and marginalized groups. (SDG 8.6) • By 2023, a well-developed and robust infrastructure including transportation, energy, and digital connectivity that fosters business growth and attracts both local and foreign investment. (SDG 9.1) • By 2030, strengthened Micro, Small, and Medium Enterprises (MSMEs) through sustainable access to finance, capacity building, and market linkages, making them the backbone of the local economy. (SDG 9.2)
Environment and Human Settlement Developments	• By 2030: adoption of integrated spatial planning frameworks that consider infrastructure needs, climate risks, and human settlement patterns. (SDG 13.2) • By 2030: Development of infrastructure that is resilient to the impacts of climate change, including extreme weather events, sea-level rise, and changing precipitation patterns. (SDG 9.4) • By 2030: Implementation of sustainable transportation systems that prioritize public transport, cycling, and walking, reducing reliance on private vehicles and promoting air quality. (SDG 11.2) • By 2030: Sustainable urban planning practices that prioritize green spaces, urban agriculture, and access to essential services. (SDG 11.7) • By 2030: Strategies for managing population growth and migration, ensuring access to housing, basic services, and opportunities for all residents, including vulnerable populations. (SDG 11.9) • By 2030: Increased use of data and technology to monitor the impact of development decisions on infrastructure, climate resilience, and human settlements. (SDG 9a)
Governance and Institutional Development	• By 2030: Improved training and development programs for local officials, enhanced access to information and technology, and strengthened technical expertise in areas like planning, finance, and service delivery. (SDG 16.10) • By 2030: Implementation of transparent and participatory decision-making processes, ensuring inclusivity and accountability, potentially including mechanisms for citizen engagement and feedback. (SGD 16.8) • By 2030: Improved coordination and collaboration between local governments, civil society organizations, and other stakeholders to address local challenges effectively. (SDG 16.6) • By 2030: Empowering citizens to participate in local decision-making processes, ensuring their voices are heard and their needs are addressed. (SDG 16.7) • By 2030: Implementation of anti-corruption measures and mechanisms for greater transparency in local government operations. (SDG 16.5)

Development Dimension	SDGs and Targets
Social Development (SDG 6)	• By 2030: Achieve 100% enrolment in free, equitable, and quality primary and secondary education, with increased access to affordable technical, vocational, and higher education. (SDG 4.3) • By 2030: Ensure that all learners acquire relevant skills, including literacy, numeracy, digital literacy, and critical thinking and improve teaching quality. (SDG 4.7) • By 2030: Eliminate disparities in access and learning outcomes for marginalized groups, including girls, children with disabilities, and those from vulnerable communities. (SDG 4.5) • By 2030: Create safe, gender-sensitive, and inclusive learning environments, including infrastructure and psychosocial support. (SDG 4.a, 4.7) • By 2030: Promote lifelong learning opportunities and adult education to support workforce development and social inclusion. (SDG 4.6) • By 2030: Improved access to essential services, including water, sanitation, healthcare, education, and infrastructure, tailored to the specific needs of the community. (SDG. 3.8) • By 2030: Achieve universal access to quality essential health services, including maternal and child health, immunization, reproductive health, and non-communicable disease prevention. (SDG 3.8) • By 2030: Build resilient health systems with adequate infrastructure, trained health workers, and supply chains for medicines and vaccines. (SDG 3.b) • By 2030: Narrow health disparities among different population groups, especially marginalized and vulnerable populations. (SDG 3.6) • By 2030: Improve key health indicators such as maternal mortality, child mortality, life expectancy, and disease prevalence. (SDG 3.1) • By 2030: Promote integrated health and education services, particularly in schools, to improve adolescent health and well-being (SDG 3.7)
International Relations	• By 2030: enhanced the global partnership for sustainable development, complemented by multi-stakeholder partnerships that share knowledge, expertise, technology, and financial resources. (SDG 17.16) • By 2030: Strengthened cooperation with international development partners to mobilize financial resources, including grants, concessional loans, and climate finance, to support local development priorities. (SDG 17.3) • By 2030: Improved access to environmentally sound technologies and innovation through international collaboration, technology transfer, and capacity-building initiatives. (SDG 17.7) • By 2030: Enhanced participation in regional and global trade frameworks to promote fair trade, market access, and value addition for local products. (SDG 17.11)

CHAPTER FOUR

DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES

4.0 Introduction

Following the earlier chapter which dealt with the prioritised development issues, this section focuses on the development goals, objectives and strategies. The formulation of development goals, objectives, and strategies marks a pivotal stage in the preparation of the Metropolitan Assembly Medium-Term Development Plan (MTDP) for the 2026–2029 period. Anchored in the Medium Term National Development Policy Framework (MTNDPF) 2026–2029, this phase ensures that the Assembly's development agenda aligns with national priorities while addressing the unique challenges and opportunities within the metropolis. This process ensures that local development efforts are harmonized with the national policy direction, particularly the priorities and goals outlined in the **Medium-Term National Development Policy Framework (MTNDPF), 2026-2029.** It serves as a roadmap for addressing the socio-economic and spatial challenges within the metropolis, while capitalizing on local potentials to foster inclusive, sustainable, and resilient urban development.

This section articulates the strategic development direction of the Assembly, translating its vision and situational analysis into specific, results-oriented goals, objectives, and strategies. The goals provide a broad sense of purpose, while the objectives outline measurable targets that reflect local priorities. Strategies are then formulated to operationalize these objectives through coordinated, efficient, and participatory implementation. This structured approach ensures that the Metropolitan

Assembly's development agenda contributes effectively to national development outcomes while responding to the unique needs and aspirations of the metropolis.

Table 4.1 shows the prioritised issues compiled under the development goals, objectives with the strategies that correspond with the National objectives as well as linked to the SDGs.

4.1 Compatibility Matrix

A compatibility matrix is a strategic tool that helps planners and decision-makers assess the relationships, synergies, and potential conflicts between different goals, policies, or development priorities. In the context of integrated planning, especially for complex areas like infrastructure, spatial development, climate, human settlement, governance, and human capital. A compatibility matrix ensures that the goals formulated are aligned, conflict minimizing, coherent and integrated improved accountability and monitoring. It again ensures that the goals support each other rather than working at cross-purposes. Table 4.1 shows the compatibility matrix of formulated goals

Table 4.1 Compatibility Matrix

GOAL	GOAL 1	GOAL 2	GOAL 3	GOAL 4
GOAL 1 Accelerate and sustain local economic development		High	High	High
GOAL 2 Sustainable development through coordinated and integrated planning, climate adaptation and human settlement	High		High	Medium
GOAL 3 Enhance institutional and leadership capacity at the local level through improved systems and skills development	High	Medium		High
GOAL 4 Inclusive and equitable social services and development	High	High	High	

Matrix Interpretation

Goals	G1:	G2:	G3:	G4:
G1		High	High	High
G2	High		Medium	High
G3	High	Medium		High
G4	High	High	High	

The table above shows that, G1 (Economic Development) is highly compatible with all goals, especially G2 (infrastructure and climate planning) and G4 (social development), since economic growth requires both physical infrastructure and healthy, skilled people.

G2 (Integrated Planning) aligns very well with G4 and G1. The medium compatibility with G3 suggests a need for stronger institutional frameworks to support integrated planning.

G3 (Institutional Capacity) supports all other goals by enabling efficient governance and implementation. High compatibility with G4 means that improved systems directly impact service delivery.

G4 (Social Services) is compatible with all goals social inclusion, health, and education are enablers of both economic growth and institutional legitimacy.

It is insightful to know that there is no major conflict among any of the goals. All four reinforce each other. Below is the policy interpretation

G1 + G2: Coordinate infrastructure and land-use planning with LED strategies.

G1 + G4: Align job creation and enterprise support with social development priorities (e.g., youth, women, vulnerable groups).

G3 as a Cross-Cutting Enabler: Institutional capacity building should be embedded in all goal implementation plans.

4.2 Development Goals, Objectives and Strategies

Table 4.2 Development Goals, Objectives and Strategies

Prioritized Issues	Goal	Objectives	Aligned National Objectives	Strategies	Development Programmes
Development Dimension: Economic Development/Local Economic Development					
• Abandoned and stalled market infrastructure • Limited access to credit facilities for SMEs • Low interest in youth in Agric/ entrepreneurship • Low quality and inadequate agricultural practices such as poor storage	Accelerate and Sustain Local Economic Development	• To stimulate local enterprise development and investment by 60% in the metropolis by 2029 • To enhance market infrastructure to support economic growth by 50% by the end of 2029 • To improve skills and employability of the local work force among the youth by 70% by the end of 2029 • To promote inclusive economic participation of at least 80% of the youth and women in the metropolis by 2029 • To improve support for 300 entrepreneurship and MSME development among all enterprises in the metro by 2029	• Improve support for entrepreneurship and MSME development • Boost credit access for local traders • Improve post-harvest management • Promote agriculture as a viable business among the youth • Improve human capital development and management	• Facilitate partnership between municipalities and private sector/ investors • Establish local business support centres and incubation hubs • Upgrade critical economic infrastructure (e.g. roads, markets, broadband) • Partner with TVET colleges and SETAs for local skills training • Support informal and township economies with access to finance and markets • Encourage the formation of cooperatives and associations to facilitate easy use of existing databases of SMEs of BACs at local level • Develop and implement strategy to leverage diaspora financial resources for large scale public infrastructure project • Support recycling and reprocessing of industrial waste to extend the industrial value chain and promote sustainability. • Encourage community initiatives in tourism development and partner with chiefs and other traditional authorities to promote the commercialization of heritage festivals.	Financial Management Programme Local Economic Development Programme Agriculture Modernization and Post-Harvest Management Programme
Environment and Human Settlement Development/Climate Change, Transport and Human Settlement					

Prioritized Issues	Goal	Objectives	Aligned National Objectives	Strategies	Development Programmes
• Poor road infrastructure • Poor drainage system • Inadequate domestic climate finance mechanism • Low and Poor internet connectivity • Lack of household toilets • Inadequate streetlights • Encroachment on drains • Non-functioning traffic lights • Inadequate environmental and sanitation workers • Inadequate green and recreational parks • Encroachment of public spaces • No availability of public toilet facilities • Indiscriminate dumping of waste • Intermittent flooding • Discharge of affluent into open drains	Sustainable Development through Coordination and Integration of Planning, Climate Adaptation and Human Settlement	• To achieve 90% spatial and land-use planning integration by 2029 • To enhance 90% resilience to climate change and natural hazards by 2029 • By 2029, promote and facilitate the growth of 3 environmentally sustainable and compact settlements within AMA, ensuring accessibility, efficient land use and improved quality of life • To align 80% infrastructure delivery with spatial development frameworks by end of 2029	• Reduce Environmental Pollution • Enhance institutional capacity and coordination for effective climate action • Improve efficiency and effectiveness of road transport infrastructure and services • Expand the digital technology landscape • Promote sustainable spatially integrated development of human settlements • Promote sustainable urban development	• Integrate SDFs, IDPs and infrastructure master plans at all levels • Implement local climate change adaptation and mitigation plans • Promote green building standards and energy efficient housing • Coordinate human settlement planning with water, sanitation and transport	Climate Change and Environmental Sustainability Programme Transport Infrastructure and Safety Management Programme Spatial Development Programme
Governance and Institutional Development/Local Government, Decentralization and Human Development					

Prioritized Issues	Goal	Objectives	Aligned National Objectives	Strategies	Development Programmes
• Poor lightning systems • Unauthorized parking • Poor security at CBD • Road encroachment/ blocks • Inadequate sanitation guards • Weak spatial planning capacity at the local level • Inadequate and delay in central Government's transfers	Enhance Institutional and Leadership Capacity at the Local Level through Improved Systems and Skills Development	• By 2029, digitize at least 80% of the Assembly's administrative processes to streamline decision-making and service delivery • To provide targeted capacity-building programmes for at least 70% of management and technical staff, ensuring improved compliance with financial and operational standards by 2027 • By 2028, institutionalize a performance appraisal system and quarterly accountability forums across all departments, achieving at least 90% compliance with reporting standards • By 2029, establish and operationalize a stakeholder engagement framework that ensures bi-annual coordination meetings with government agencies, private sector and civil society with at least 75% participation	• Promote effective maintenance culture • Deepen political and administrative decentralization • Improve decentralised planning • Strengthen fiscal decentralization • Enhance public safety and security	• Intensify public education campaigns on safety and crime prevention • Strengthen community policing and trust in law enforcement • Recruit, train and deploy additional personnel to meet international standards for police-citizen ratio and improve presence in underserved areas • Enhance performance management system to improve productivity in the public sector • Build trust and strengthen collaboration among public institutions to effectively deliver public good and services	Governance, Accountability and Public Safety Improvement Sub-Structure Improvement Programme Capacity Building and Productivity Improvement Programme Co-ordination, Monitoring, Evaluation and Learning Programme
Social Development					
• Poor sanitary sites • Inadequate public health facilities • Inadequate public health equipment and logistics • High rate of drug abuse/ peddling	Inclusive and Equitable Social Services (health and education) and Development	• By 2029, increase access to quality education, health and social welfare services by at least 30% through improved infrastructure and outreach programmes • By 2028, implement targeted social protection	• Ensure equitable, affordable and quality Universal Health Coverage (UHC) • Provide adequate health infrastructure and institute functional health logistics	• Partner with NGOs and provincial departments to extend social services • Develop integrated services centres in underserved areas • Support community nutrition, ECD and youth employment programmes	Vulnerability, Social and Child Protection Programme Health Improvement Programme

Prioritized Issues	Goal	Objectives	Aligned National Objectives	Strategies	Development Programmes
• High rate of prostitution • Stalled and abandoned school projects • Inadequate security for public schools • Inadequate SHS • Inadequate community libraries • Inadequate recreational centres • High rate of unemployed women and youth • Poor attitude of citizenry towards environmental sanitation • High rate of rural urban migration, especially among the youth • High rate of streetism • Poor hygiene practices		and empowerment programmes to ensure at least 70% of vulnerable groups benefit from inclusive services • By 2027, enhance early childhood and youth development programmes to achieve 60% enrolment in structural childcare and youth skill • By 2029, establish and operationalize a coordination framework that ensures at least 80% of community-based development initiatives are harmonized and aligned with Assembly priorities	• Reduce the incidence of new STIs, HIV and AIDS and other infections, especially among vulnerable groups • Enhance the capacity for effective management of internal migration and border Enhance access to improved and sustainable environmental sanitation services • Enhance equitable access to, and participation in quality education at all levels • Promote literacy and lifelong learning • Ensure safety on school premises • Enhance sports and recreational infrastructure for all • Promote job creation and decent work • Improve human capital development and management	• Collect and use data to target services for women, the elderly and people with disabilities • Facilitate participatory community development planning • Leverage the capabilities of second and third generation, and young diasporas for national development • Promote rural development, including investing more in rural infrastructure and services, and local economic development	Water, Environmental Health and Sanitation Programme Education Improvement Programme Youth and Sports Development Programme
International Relations					
• Limited leveraging of local diplomatic relations for economic development and climate change	Strengthen and Leverage International Partnerships and Diplomatic Relations in Investment, Innovation and	• To build bilateral and multilateral partnerships with cities and institutions globally up to 80 percent • To attract foreign direct investment (FDI) into	• Promote Ghana's economic interests Leverage the Ghanaian Diaspora for Economic, Political and Cultural development	• Promote tourism through international media, diaspora networks and cultural diplomacy • Identify and formalize bilateral cooperation agreements (e.g. sister city relationships) with economically strategic cities globally	Sister Cities Relations

Prioritized Issues	Goal	Objectives	Aligned National Objectives	Strategies	Development Programmes
• Inadequate training of staff	City-to-City Cooperation	Accra’s priority by 2027 development sectors • To promote Accra as a destination for business, innovation and cultural exchange by 2026 • To establish formal city-to-city cooperation agreements (e.g. sister cities) focused on trade, climate, digital innovation and infrastructure by 2027 • By 2029, AMA will enhance its institutional capacity to 80% for city diplomacy through a dedicated unit, trained staff and at least 10 global partnerships		• Develop MoUs focusing on trade, tourism, technology, climate resilience and infrastructure development • Facilitate regular exchange programs, joint forums and study visits	

4.3 Update on Accra Metropolitan Integrated Structural Plan and Local Plans

Despite the extensive physical development across the Accra Metropolitan Assembly (AMA), the Assembly remains committed to enforcing effective development control measures to manage the limited remaining space and rectify areas affected by unplanned developments. The entire jurisdiction of the Assembly has been zoned and covered by planning schemes that guide physical development. Moreover, several existing schemes require updates to align with current ground realities and reflect ongoing urban dynamics.

Given that the entire land area of the Assembly is substantially built-up, AMA is adopting an integrated approach to ensure that all future developments are guided by coherent and coordinated interventions. These efforts are intended to facilitate sustainable urban growth, infrastructural efficiency, and orderly expansion

As of October 2023, the Assembly has commenced the preparation of a Spatial Development Framework (SDF) to guide long-term spatial planning. This initiative is aligned with the Greater Accra Regional Spatial Development Framework, which recommends that the spatial development of the AMA be structured around the polycentric compact region model. This model is centred on five thematic building blocks which are.

Urban Development and Zoning: The Assembly continues to implement zoning regulations to promote sustainable land use, prevent unauthorized developments, and improve the city planning.

Infrastructure Improvements: Efforts are underway to upgrade roads, drainage systems, and sanitation facilities to address urban flooding and sanitation challenges within the flood hotspot areas within the metropolis.

Smart City Initiatives: The assembly is integrating technology for better traffic management, waste collection, and service delivery to residents.

Housing and Slum Upgrading: Projects focus on improving living conditions in informal settlements through affordable housing schemes and infrastructure upgrades.

Environmental Sustainability: emphasis on green spaces, waste reduction, and pollution control aligns with broader climate resilience strategies.

To this end, Demarcated Urban Area defines the extent of urban development crucial to inform effective service delivery and infrastructure provision, enabling realistic planning, implementation, and monitoring. The Assembly would initiate interventions as Extended Transport Network, Protected Environmental Resources and Areas, Hierarchy of Urban Nodes and Centres, Improved Connectivity and Mobility

Through these interventions, the Accra Metropolitan Assembly seeks to establish a spatially balanced, economically vibrant, and environmentally sustainable urban framework for current and future generations.

CHAPTER FIVE

COMPOSITE DEVELOPMENT PROGRAMME

5.0 Introduction

The Composite Programme of Action (PoA) is a prioritized set of activities designed to advance the development goals and objectives of the Assembly. It provides a structured outline of specific initiatives aimed at addressing developmental challenges within the Metropolis. This chapter details the PoA for the four-year planning period, specifying activities aligned with respective goals, objectives, and strategies. It includes information on programmes, timelines, indicative budgets, funding sources, implementing agencies, and arrangements for monitoring and evaluation.

5.1 Development Programmes

The Accra Metropolitan Assembly (AMA) has developed a four-year Composite Programme of Action (POA), based on the NMTDF and community priorities, to address key development needs. The POA outlines strategic goals, interventions, timelines, estimated costs, implementing agencies, and expected outcomes. It integrates national and spatial development goals, reflects resource availability, and includes funding sources such as IGF, GoG, and donor support. Environmental sustainability measures from the Strategic Environmental Assessment (SEA) are also incorporated. AMA's focus during the plan period will be on upgrading existing socio-economic infrastructure to support job creation and inclusive growth, driven by urbanization pressures, youth unemployment, population growth, and limited land availability. The strategy aims to ensure sustainable development, economic productivity, equitable growth, and environmental protection. Table 5.1 of the MTDP document shows a composite Programme of Action for the next four years planning period.

Economic Development

1. Financial Management Programme
2. Local Economic Development Programme
3. Agriculture Modernization and Post-Harvest Management Programme

Social Development

1. Vulnerability, Social and Child Protection Programme
2. Health Improvement Programme
3. Water, Environmental Health and Sanitation Programme

4. Education Improvement Programme
5. Youth and Sports Development Programme
6. Environment and Human Settlements Development
7. Climate Change and Environmental Sustainability Programme
8. Transport Infrastructure and Safety Management Programme
9. Spatial Development Programme

Governance and Institutional Development

1. Governance, Accountability and Public Safety Improvement Programme
2. Sub-Structure Improvement Programme
3. Capacity Building and Productivity Improvement Programme
4. Co-ordination, Monitoring, Evaluation and Learning Programmes

International Relations

1. Sister Cities Relations Programme

5.2 Assumptions and Methodology for Costing the Plan

5.2.1 Assumptions

The under listed are some of the assumptions used to cost the programmes and activities of the MTDP 2026-2029.

a. The Internally Generated Funds (IGF) of the Assembly would increase over the planning period with increasing economic activities, and the boundaries remain same.
b. The DACF disbursement to the Assembly shall continue to be regular and timely to the Assembly.
c. The various Public-Private Partnership programmes of the Assembly shall go through, and funds received for investment in the plan regard.
d. The Assembly would continue to pass the DPAT assessment and receive the funds that come with it for the planning period.
e. The Departments of the Assembly with some direct funding from their Ministries shall continue to receive transfer funds regularly and timely.
f. The Development Partners of the Assembly shall continue to offer the Assembly their support (technical and financial) and expect new ones to come for development.
g. The Assembly will meet its revenue target through property re-valuation and digitalization of all revenue inflows of the Assembly.
h. the Assembly expects a stable inflation over the four year plan period

5.2.2 Methodology for Estimating Costing

A. Revenue.

The revenue estimates were carried out based on the under listed methodology.

All revenues estimates are based to a large extent on approved fee fixing resolution. Other factors include the macro-economic and fiscal factors such as inflationary trends and the strength of the local economy. Secondly, is the availability of land for physical projects, the flow of resources, especially those from external sources and the general economic conditions prevailing? Thirdly, all ongoing activities were considered together with mandatory projects to be implemented towards achieving the goals stated. Historical trends from previous year's outturns and central government indicative ceilings on what to expect in the area of goods and services and capital grant supports were also considered in arriving at the projections.

The costing was also done based on current prices which were projected over the years and relative to the prevailing inflation rate. The next had to do with the duration of the particular project and the flow of resources to execute same. The broad activities were broken down and costed individually, after which the individual costs are merged to obtain a single figure per activity. The cost of the total plan is obtained after all cost for the years is obtained. The activities were subsequently phased out based on prioritisation.

5.3 Programme Financing

The cost of the POA for the four years will be funded from GoG, IGF or Donors. The Annual Action Plan for 2026 can be found in Table 6.1 while that for 2027, 2028 and 2029 can be found in Tables 6.2, 5.3 and 6.4 respectively. Table 5.2 shows the total cost of implementation of the four-year plan per the outlined programmes for the Metropolis. The total amount needed for the plan implementation is GH¢959,644,364. The expected total revenues from GoG, IGF DACF, DACF-RFG and Donor stand at GH¢, 343,684,662.16, GH¢124,995,772.00, GH¢61,884,412.12, GH¢18,720,000 and GH¢480,313,658 respectively making a total of GH¢20,720,878,504 .28. The difference therefore stands at GH¢19,761,234,140.28

The Assembly's methods to generate revenue would include.

1. Digitalisation of all IGF revenue sources in all the three sub-metros to reduce leakages and improve transparency.

2. Leverage Public-Private Partnerships (PPPs) to attract private investment in: Market redevelopment, Affordable housing, Waste management and recycling and Transport terminals and urban mobility.
3. Improvement in IGF collection with the use of ICT and task force
4. Keeping a proper and updated revenue database,
5. Institute a reward system for collectors,
6. Strengthen local bye-laws and enforcement units and prosecution of defaulters,
7. Attract Donor and Development Partner Support by collaborating with NGOs, UN agencies, and embassies for co-funding
8. Develop bankable projects and concept notes
9. Conduct regular audits and revenue monitoring
10. Promote Local Economic Development (LED) - Invest in skills training, SME support, and incubation hubs.
11. Support value chain development in agriculture, services, and manufacturing

In order to maintain a regular balance between revenue and expenditure, management would ensure that expenditure falls within the budget estimates. Again, IGF would be used when GoG and other funds are not released.

Table 5.1 Programme of Action (PoA) – 2026-2029

Development Programmes	Timeframe (Year)				Cost				Programme Status		Implementing Inst./Dept.	
	26	27	28	29	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaboration
Local Economic Development	x	x	x	x	110,000	0.00	319000	60,155,000		X	BAC	BAC, Agric SW&CD, Coop
Agriculture Modernization and postharvest Management	x	x	x	x	277,000		131,000	-		X	Agriculture Legal	Central Admin/All
Financial Management	x	x	x	x	5500	0.00	1576000	0.00	x		BAC	Admin
Climate Change and Environmental Sustainability	x	x	x	x	50,499,415 .05		9,941,558	1,881,202		x	Dev't Pln	Waste Mgt, PPD, Pub. health
Transport Infrastructure and Safety Management	x	x	x	x	156,475,74 3		15,895,000	30,800,000	x		Transport	Central Admin
Spatial Development	x	x	x	x	37,202,000			37,202,000		x	Physical Planning	Administration
Governance, Accountability and Public Safety Improvement	X	X	X	X	8,259,155		19,438,166	14,057,104		X	Central Administration	Roads
Capacity Building and Productivity Improvement	X	X	X	X	21,500		8,103,432	1,456,208		X	HR	Administration
Co-ordination, Monitoring, Evaluation and Learning	X	X	X	X	85,000		5,530,876	1,933,900		X	Dev. Pln	Central Admin/All
Sub-structure Improvement	x	x	x	x	23,397,860		21,075,932	8677,248	x		Admin	Central. Adm
Vulnerability, Social and Child Protection	X	X	X	X	66,480		193,500	771,500		X	SW&CD	
Health Improvement	x	x	x	x	49,791,000		1,112,650	241,100	x		Health	Administration
Water, Environmental Health and Sanitation	x	x	x	x	6,159,695		13,902,994	4,162,796			Public health	Waste Management
Sister Cities Relations	X	X	X	X				1,000,000		X	International relations	Administration

Table 5.2 Programme Financing (2026-2029)

DEVELOPMENT PROGRAMME	PROG Cost (A)	EXPECTED REVENUE AND SOURCE OF FUNDING							TOTAL (B)	GAP (C)=(B-A)
		GOG	IGF	DACF	DACF- RFG	ABFA	DPs	OTHERS		
Local Economic Development	**60,584,000**	0.00	433,000.00	15,392,163.12	2,400,000.00	-	-	215,054,000	**230,879,163.12**	170,295,163.12
Agric Modernization and Post-Harvest Management	**297,000.00**	-	136,000.00	200,000.00		-	-	78,000.00	**414,000.00**	117,000.00
Financial Management	**1,581,500.00**	5,500.00	1,627,400.00	-					**1,632,900**	51,400.00
Climate Change and Envt'l Sustainability	**62,322,175.05**	2,485,190	7,861,558.00	2,900,840.7	-	-	-	**-**	**13,247588.7**	9,074,586.35
Transport Infras. and Safety Management	**203,170,743**	173,150,702.16	15,965,000.00		-	-	-	235,155,000	**424,270,702.16**	221,099,959.16
Spatial Development	**398,638,750**	2,447,000	9,176,750.00	400,000					**32,023,750**	366,615,000
Gov, Acct and Public Safety Improvement	**41,754,425.00**	8,275,155	29,398,666.00	4,340,240.35	-	-	-	13,348,104.00	**55,362,165.35**	13,607,740.35
Capacity Building and Productivity Improvement	**9,581,140 .00**	2,656,310.0	9,125,052.00	400,000.00	320,000	-	-	1,456,208.00	**13,637,570.00**	4,056,430.00
Co-ordination, M&E & Learning	**7,549,776.00**	58,500.00	6,693,376.00	85,400.00	-	-	-	-	**6,837,276.00**	712,500.00
Sub-Structure Improvement	**53,151,040.00**	11,698,930	8,093,076.00	-	-	-	-	-	**19,792,006.00**	33,359,034.00
Vulnerability, Social and Child Protection	**1,031,480 .00**	52,880.00	163,000.00	-	-	-	-	761,500.00	**977,380.00**	54,100.00
Health Improvement	**51,144,750 .00**	88,230,000	660,000.00	12,721,922.65	-	-	-	213,050.00	**101,824,972.65**	50,680,222.65
Water, Environmental Health and Sanitation	**24,225,485.00**	6,153,195	14,180,394.00	12,721,922.65	-	-	-	4,162,796.00	**37,218,307.65**	12,992,822.65
Education Improvement	**29,325,000.00**	48,453,000.	1,427,000.00	12,721,922.65	6,000,000	-	-	85,000.00	**62,686,922.65**	33,361,922.65
Youth and Sports Development	**12,042,000.00**	18,300.00	55,500.00	-	-	-	-	-	**73,800.00**	11,968,200.00
Sister Cities Relations	**3,245,100.00**	-	-	-	-	-	-	10,000,000	-	-
TOTAL	**959,644,364.00**	**343,684,662.16**	**124,995,772**	**61,884,412.12**	**18,720,000.00**	**-**	**-**	**480,313,658**	**20,720,878,504.28**	**19,761,234,140.28**

5.3.1 Revenue Generation Measures

Effective revenue generation remains central to the successful implementation of the Accra Metropolitan Assembly’s Medium-Term Development Plan (MTDP) for 2026–2029. As the Assembly continues to expand its mandate in providing quality infrastructure, social services, and inclusive development, strengthening financial sustainability becomes critical. The next planning period therefore emphasizes innovative, diversified, and sustainable approaches to mobilizing Internally Generated Funds (IGF), complemented by strategic partnerships and improved access to external funding.

In delivering on the development priorities of the 2026–2029 MTDP. Revenue generation measures will focus on enhancing efficiency in existing tax and fee collection systems, broadening the tax base, leveraging technology for transparent financial management, and minimizing leakages in revenue administration. Additionally, the Assembly will explore Public–Private Partnerships for market redevelopment, investment promotion, and collaboration with development partners to augment its resource envelope. These measures aim not only to meet the Assembly’s financing needs but also to ensure accountability, fiscal discipline, and resilience. Other measures may include.

- Accessing international climate financing (e.g., blue financing Green Climate Fund, Adaptation Fund).
- Strengthening enforcement to reduce revenue leakages and corruption
- Leverage digital property addressing system to expand tax coverage
- Expanding property rate coverage through digital valuation and billing systems Strengthen enforcement to reduce revenue leakages and corruption.
- Expand property rate coverage through digital valuation and billing systems.
- Expand property rate coverage through digital valuation and billing systems.
- Strengthen enforcement to reduce revenue leakages and corruption.

5.4 Strategic Environmental Assessment

Strategic Environmental Assessment (SEA) is a systematic process used to evaluate the potential environmental, social, and economic impacts of proposed policies, plans, and programmes (PPPs) before they are implemented. Unlike project-level Environmental Impact Assessments (EIAs), SEA is conducted at a higher strategic level to ensure that sustainability considerations are integrated into decision-making from the onset.

SEA is particularly useful in local governance and development planning because it helps:

- Promote sustainable development
- Identify cumulative and cross-sectoral impacts
- Improve transparency and stakeholder participation
- Enhance the quality of policymaking and planning

SEA is mandated in Ghana under the Environmental Protection Agency Act and often facilitated through the EPA in collaboration with Metropolitan, Municipal, and District Assemblies (MMDAs).

5.4.1 Interpretation of SEA Colour Coding in Matrices

Colour coding in SEA matrices is a visual tool to indicate the level of impact or relevance a policy, programme, or action has on specific environmental and social dimensions. It helps decision-makers and planners quickly assess priorities, risks, and areas needing attention.

Table 5.3 Interpretation of the Colour Coding

Symbol / Colour	Meaning	Interpretation
+ (Green)	Strong Positive Impact	The programme strongly supports or contributes positively to the environmental or social dimension. It enhances sustainability or resilience.
O (Yellow)	Moderate or Indirect Impact	There is a relevant but not strong connection. The programme contributes moderately, or its impact is context dependent.
– (Red)	Negative or Harmful Impact	The programme may contribute to degradation, conflict, or risk if mitigation measures are not applied.
Black	No Significant Link/Impact	The programme has no direct or relevant impact on the component, or the data is unavailable.
✓ / ✔	Alignment or Compliance	Sometimes used to indicate legal, policy, or thematic alignment. Not always impact-related.

Accra Metropolitan MTDP has the following programmes, and the SEA matrix identified key impacts and reasons for scoring the programmes.

Table 5.4 Development Programmes and Its Key Impacts

Programme	Key Impacts/Reasons for Scoring
Financial Management Programme	Supports improved revenue allocation and accountability, indirectly enhancing investment in water, sanitation, air quality, and emergency preparedness (+/O). Limited direct environmental intervention (-).
Local Economic Development Programme	Focuses on business support and jobs. May lead to land encroachment (-) but can support sustainable livelihoods (O) and indirectly reduce pressure on forests/water resources if managed sustainably.
Agriculture Modernization & Post-Harvest Management	Promotes food security and efficient resource use, affecting land, water, forests, and bushfire/drought risks (O/+). However, mechanization may increase land degradation (-) if not managed well.
Vulnerability, Social and Child Protection	Targets vulnerable groups and resilience building. Strong relevance to social cohesion, disaster recovery, and human rights. Moderate link to environment (O).
Health Improvement Programme	Strong link to water quality, sanitation, air quality, and response to epidemics (+). Supports community awareness on disease and hygiene.
Education Improvement Programme	Enhances awareness and long-term behavioural change (+), including environmental and health education. Indirectly impacts resource use and civic awareness.
Water, Environmental Health and Sanitation	Directly addresses water quality, sanitation, air quality, and related environmental health indicators (++). Critical for preventing diseases and improving NTFP sustainability.
Youth and Sports Development Programme	Builds capacity, skills, and inclusion. Promotes health and reduces vulnerabilities. Indirect environmental and governance benefits. Strong link to social resilience and engagement (+).
Climate Change and Environmental Sustainability Programme	Directly addresses drought, bushfires, land degradation, and conservation. Strong alignment with NTFPs, water, forests, and adaptation strategies (++).
Spatial Development Programme	Land use planning, zoning, and infrastructure development. Affects access to land, forest, water, and resilience to hazards. May prevent degradation/flooding if inclusive (+), but poor planning worsens risks (-).
Transport Infrastructure & Safety	Road development impacts land, water, and air quality. Can cause degradation/flooding if not planned sustainably (-/O). Safety systems can reduce disaster vulnerability (+).
Governance, Accountability and Public Safety Programme	Supports institutional reforms, law enforcement, rights, and transparency. Strong relevance to access to information, human rights, and democratic governance (+).
Sub-Structure Improvement Programme	Strengthens local administrative and service delivery systems (e.g., sanitation, roads), thus moderately relevant to service access and enforcement (O/+).
Capacity Building & Productivity Improvement	Enhances institutional and human capacity. Indirectly supports all environmental and social components by improving implementation and awareness (O/+).
Co-ordination, Monitoring, Evaluation & Learning	Critical for tracking environmental and social outcomes, ensuring feedback and adaptive management. Strengthens accountability, integration, and reporting (++).

CHAPTER SIX

ANNUAL ACTION PLANS

6.0 Introduction

This chapter outlines how the prioritized programmes of the Accra Metropolitan Assembly (AMA) will be phased annually from 2026 to 2029 under specific development goals and objectives. The programmes are organized into composite annual action plans for each department and agency, with corresponding budgets and funding sources, including IGF, GoG (DACF, RFG), and donor support. Successful implementation of these activities is expected to help achieve the Assembly's overall vision and goals.

It is also worth noting that all the activities outlined in the various years of plans have been linked to the Sustainable development Goals as it is a Global and National Agenda under the five development programmes of the framework. Under economic development SDG 2,8,9,13,16 and 17. Social development activities is linked to SDG 1, 2, 3, 4, 5, 6, 8, and 10. Continuing with Environment and Human Settlement, SDG 4, 6, 7, 9, 11, 12, 13, 14, and 15. Governance and Institutional Development was not left behind but also linked to SDG 8 and 9 and finally International Relationship linked with SDG 16 and 17. The plan structure follows the Sector and District Planning Guidelines (2026–2029) and complies with L.I.

Table 6.1 Annual Action Plan - 2026

Projects	Location	Timeframe 2026				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
ECONOMIC DEVELOPMENT													
Objective: To stimulate local enterprise development and investment by 60% in the metropolis by 2029, To enhance market infrastructure to support economic growth by 50% by the end of 2029,													
Programme: Agriculture Modernization and Post-harvest Management													
Train 25 poultry farmers on disease prevention and control	Office			x		-	-	4000	-		x	AGRIC	Budget Finance
To demonstrate to 60 market women on post-harvest handling of food produce	AMA Office		x			-	-	10000	-		x	AGRIC	Budget Finance
Carry out at least 240 home and farm visits to educate and provide technical advice to farmers, assess their needs and challenges.	All three sub metros	x	x	x	x	-	-	25000	-		x	AGRIC	Budget Finance
Raise and establish 1000 vegetable and fruit seedlings to promote school and home gardening.	All three sub-metros		x			-	-	25000	-		x	AGRIC	Agric
Programme: Financial Management													
Deployment of Bills to the rate payer through the system	Metro Wide	x				-	-	300,000	-	X		Finance Department	MIS/Budget
Institute Monthly revenue review and strategy development meeting	Head Office	x	x	x	x	-	-	90,000.00	-	X		Finance Department	Central Administration
Organize two(2) days refresher training on the use of GIFMIS accounting software for (28) Accounting officers	Head Office		x	x		-	-	27,000.00	-	X		Finance Department	Central Administration /HR
Organize reporting Training for Chief Cashier, expenditure and Revenue Accountant	Head Office		x	x		-	-	23,400.00	-	X		Finance Department	Central Administration
Organize two weeks public sensitization programme	3 sub metros		x	x		-	-	25,000.00	-	X		Revenue unit	Finance Department
Organize quarterly enforcement of revenue collection	Metro Wide		x	x	x	-	-	400,000.00	-	X		Revenue Department	Finance /Metro Security,
Organize training on financial reporting	Head Office		x	x	x	-	-	30,000.00		X		Finance Department	C.A.G.D HEAD OFFICE
Programme: Local Economic Development													
Support the celebration of Heritage Month	Metro wide	x				-	-	25,000	-	x		Culture and Tourism Unit	Administration
Organize art and craft skills training workshop for the unemployed youth	Metro wide		x	x		-	-	40, 000	-	x	x	Culture and Tourism Unit	Social Welfare and Community Development
Celebrate the Regional and district Festival of Arts and Culture	Regional			x		-	-	15,000	-		x	Culture and Tourism Unit	Admin
Participate in the National Festival of Arts and Culture	AMA Office	x			x	-	-	40,000	-	x		Culture and Tourism Unit	Admin

Projects	Location	Timeframe 2026				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
(NAFAC)													
Collect and analyse 48 weekly market data on food commodity prices and daily commodity movement	Market	x	x	x	x	-	-	-	-		x	Agric	A.M.A
Carry out surveillance and biosecurity on livestock and poultry	3 sub metros	x	x	x	x	-	-	15000	-		x	Agric	A.M.A
Redevelopment of Makola Market	Ashiedu Keteke	x	x	x	x	-	-	-	60,000,00 0.00		X	Consultant	MWD
Redevelopment of Rawlings Park	Ashiedu Keteke	x	x	x	x	-	-	-	85,000,00 0.00		x	Consultant	MWD
ENVIRONMENT AND HUMAN SETTLEMENT DEVELOPMENT													
Objective: To align 80% infrastructure delivery with spatial development framework by the end of 2029, To enhance 90% resilience to climate change and natural hazards, To achieve 90% spatial and land-use planning integration by 2029													
Programme: Climate Change and Environmental Sustainability													
Support the implementation of the Accra Climate Action Plan (2026-2030)	Metro wide	x	x	x	x	-	-	50,000.00	1,000,000	X		RU	MPCU
Support the Implementation of Accra Air Quality Action Plan	3 sub metros	x	x	x	x	-	-	50,000.00	1,000,000		x	MPHD	MPCU
Construct, operate, manage and monitor Waste to energy plant	Mortuary road IRECOP	x	x	x	x	-	-	600,000.00	-		x	WMD	COMSA, Works
Desilt secondary and tertiary community drains	Metro wide	x	x	x	x	-	-	3,996,400	-		x	WMD	Admin
Programme: Transport Infrastructure and Safety Management													
Rehabilitation of dilapidated projects	Metro Wide	x	x	x	x	10,250,22 5.05	-	-	-	x		Metro Roads Dept.	Urban Roads
Construction of Drains in the Metropolis	Metro Wide	x	x	x	x	6,750,000	-	-	-	x		Metro Roads Dept.	Urban Roads
Resealing/Construction of Access Road in the Metropolis	Metro Wide	x	x	x	x	10,000,00 0.00	-	-	-	x		Metro Roads Dept.	Urban Roads
Protection of Right of way/Construction of Walkways to improve pedestrian Safety (Safe Walk to School)	Metro Wide	x	x	x	x	2,500,000. 00	-	-	-	x		Metro Roads Dept.	Urban Roads
Construction/ Maintenance of Speed Humps to Control Speed on access Road to School Areas	Metro Wide	x	x	x	x	3,000,000.00	-	-	-	x		Metro Roads Dept.	Urban Roads
Intersections Improvement within the communities	3 sub Metro	x	x	x	x	3,000,000	-	-	-	x		Metro Roads Dept.	Urban Roads
Asphaltic Overlay on Access Roads on some selected roads	Metro Wide	x	x	x	x	10,000,00 0.00	-	-	-	x		Metro Roads Dept.	Urban Roads

Projects	Location	Timeframe 2026				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Demolition of unauthorized structures & structures on water ways	Metro wide	x	x	x	x	-	-	85,000	-	X		AMA Works Dept.	A.M.A. Sub-Metros
Improve Road Safety (Road Line Marking, Provision of Zebra Crossing and Road Furniture	Metro Wide	x	x	x	x	2,500,000. 00	-	2,000,000. 00	-	x		Metro Roads Dept.	Urban Roads / AMA
Installation and Maintenance of Streetlights	Metro wide		x	x	x	-	-	100,000.00	-	X		Roads	Urban Roads Department
Demolition of dilapidated structures	Metro wide	x	x	x	x	-	-	100,000.00	-		X	AMA Works Dept.	A.M.A. Sub-Metros
Programme: Spatial Development													
Landscape Beautification maintenance of Prestige Gardens into a properly standard garden for beautification, revenue generation, enhance the quality of air and also mitigate against Climate Change Effect.	Mayor Bung. City Hall gardens, Ga Trad. Council	x	x	x		30000	-	120000	-		x	Parks &Gardens	Spatial Plan, A.M. A
Planting of ornamental trees and other assorted plants at open spaces, provide to support green Ghana in ecosystem restoration and environmental sustainability and protection agenda	Schools, open spaces	x	x	x		40000	-	50000	-		x	Parks &Gardens	Spatial Plan, A.M. A
Improve spatial planning awareness	3 Sub metros	x	x	x	x	-	-	150,000	-		X	PPD	AMA Works Dept
Complete Street naming and Property Address System	Metro wide	x	x	x	x	-	-	10,555,000	-		X	PDD	AMA
Establish a G.I.S. unit including a workstation	PDD office	x				-	-	266,750.00	-			PDD	AMA
Maintenance of Open Spaces, road medians, road islands, Tree pruning and landscape areas.	Metro wide	x	x	x		40000	-	80000	-		x	Parks &Gardens	Spatial Plan, A.M.A
Public Education on Green Environment and the benefits derived from ensuring that our communities, workplaces, are Green	Metro wide	x	x	x	x	30,000	-	20,000	-		x	Parks &Gardens	Spatial Plan, A.M. A
Prepare District Spatial Plans	Metro wide	x	x	x	x	-	-	300,0000	155,000		x	PDD	Admin
Update one local plan in each sub metro	3 Metro wide	x	x	x	x	-	-	120,000	-		x	PDD	Admin
GOVERNANCE AND INSTITUTIONAL DEVELOPMENT													
Objective: To provide targeted capacity-building programmes for at least 70% of management and technical staff, ensuring improved compliance with financial and operational standards by 2027; By 2029, digitize at least 80% of the Assembly's administrative processes to streamline decision-making and service delivery													
Programme: Governance, Accountability and Public Safety Improvement Programme													
Undertake 40 days Internally Generated Funds (IGF) audit	Metro wide	x	x	x	x	-	-	10,000	-	**x**		Internal Audit	Central Admin Finance/ Sub-Metro

Projects	Location	Timeframe 2026				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Conduct 10 days Cash Management Audit	Metro wide	x	x	x	x	-	-	7,000.00	-	x		Internal Audit	Central Admin/ Finance/ Sub-Metro
Implement Electoral Area Project for 2026	Electoral Areas		x	x	x	-	-	500,000.00	-	X		AMA Works Dept.	Hon. Assembly Members
Construction and completion of 4-Storey Community Center	Chorkor Obeweku, ABS	x	x	x	x	2,250,000	-	-	-		X	MWD	SW&CD
Conduct 10 days payroll audit	Metro wide			x		-	-	5,000.00	-	X		Internal Audit	Central Admin/ Finance/ Sub-Metro
Perform 13 days Transport and Fuel Management Audit	Metro wide	x	x	x	x	-	-	9,000.00	-	X		Internal Audit	Central Admin/ Finance/ Sub-Metro
Carry out 10 days Procurement Audit	Metro wide			x		-	-	9,000.00	-	X		Internal Audit	Central Admin/ Finance
Carryout 10 days audit of the funds from Developmental Agencies	Metro wide			x		-	-	9,500.00	-			Internal Audit	Central Admin/ Finance/ Sub-Metro
Conduct a 10 day special assignment and investigation audit	Metro wide				x	-	-	12,000.00	-	x		Internal Audit	Central Admin/ Finance/ Sub-Metro
Conduct 10 days Irregularities and Follow up audits	Metro wide		x	x	x	-	-	10,000.00	-		X	Internal Audit	Central Admin/ Finance/ Sub-Metro
Conduct 4 days audit of the District Assemblies Common Fund	Head Office				x	-	-	8,000.00	-		x	Internal Audit	Central Admin/ Finance/ Sub-Metro
Maintenance of Office buildings (Sub Metros)	3 Sub Metro		x	x		-	-	250,000.00	-		x	Metro Works Dept	Estate Unit
Renovation of Staff Bungalows (Budget & Waste)	City Corner,	x	x	x		-	-	400,000.00	-	X		Metro Works Dept	Estate Unit
Renovation of AMA Old Head Office (Phase I)	Ashiedu Keteke	x	x	x		-	-	800,000.00	-		X	MWD	Admin
Training on data protection and short courses on System administration	MIS UNIT		x		x	-	-	30000	-	x		MIS	Data Protection Commission IPMC , HR
Printing and issuing commercial vehicle licences permits and staff ID cards	AMA office	x	x	x	x	-	-	25000	-		x	MIS	Comm. Vehicle licensing unit
Maintenance of Office Building, equipment, fitting and fixtures	Educ. Directorate	x	x	x	x	-	40,000.00	20,000.00	-		X	Works	Educ. Directorate
Maintenance of Vehicle and running cost	Metro Educ	.	x	x	x	-	-	34,500.00	-		X	Transport	Education
Maintain and Rehabilitate WMD office building	WMD	x	x	x	x	-	-	1,820,000	-		X	WMD	Admin WD
Procure of office equ printed materials, and stationery	WMD	x	x	x	x	-	-	25,140	-		X	WMD	Procurement
Servicing and monitoring of IT gadgets like CCTV cameras, laptops, Desktop, Printers, Access Controls, Projectors and PA systems.	ALL AMA OFFICES	x	x	x	x	-	-	35000	-		x	MIS	Linktell business syst MIS

Projects	Location	Timeframe 2026				Cost				Project status		Implementing Inst/dept	
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Other**	**New**	**Ongoing**	**Lead**	**Collaboration**
Maintain and Rehabilitate WMD office building	WMD	x	x	x	x	-	-	1,820,000	-		X	WMD	Admin WD
Procure of office equ printed materials, and stationery	WMD	x	x	x	x	-	-	25,140	-		X	WMD	Procurement
Website restructuring for revenue generation and more digitisation for records and revenue by the use of the smart workplace and Assembly revenue platform.	Accra metro		x	x		-	-	30000	-		x	MIS	Akorsetec Company Omnis Strategies, Sidney K. Enterprise. Smart infraco
Procure 2 laptop and 1 desktop computers	WMD	x				-	-	44,000	-		X	WMD	Procurement
Procure 2 pick-up vehicles for monitoring exercises	WMD	x				-	-	1,600,000	-	x		WMD	Procurement
Organize quarterly meetings of Executive Committee	head office	x	x	x	x	-	-	96,000.00	-	x		Admin	Admin
Organize quarterly meetings of General Assembly	head office	x	x	x	x	-	-	360,000	-	x		Admin	Central admin
Organize Audit Committee Meetings	head office	x	x	x	x	-	-	100,000	-	x		Admin	Central admin
Organize Metro Security Meetings	head office	x	x	x	x	-	-	-	240,000	x		Admin	Central admin
Procurement of 3 No. Double Axle Compaction Truck	WMD	x				-	-	2,400,000	12,000,00 0		X	WMD	Procurement
Development of waste data system	WMD	x				-	-	100,750	330,000	X		MWD	ISD
Construct Buyback	WMD	x	x	x				240,000	-		X	WMD	Procurement
Procurement of 8 No. galvanized skip containers	MWD	x	x			-	-	30,000	-	X		WMD	Procurement
Procure Twelve (12) Computers (2) laptops and (5) printers for Head office and Sub metros	Head Office/Sub metros		x	x	x	-	-	300,000.00	-	X		Procurement	Finance Central Administration
Organize monthly meetings of Sub Committees	head office	x	x	x	x	-	-	126000	-	x			Central admin/PRCC
Repair and service two vehicles for revenue mobilisation	Head Office		x	x	x	-	-	120,000	-	X		Finance Department	Finance/ Central Adm/ Transport
Organize 12 Accra Metro Spatial Planning Committee Meeting.)	Head office		x	x	x	-	-	300,000	-	X		Central Admin	finance Depart
Procure furniture for Head office and sub metros finance	Head office		x	x	x	-	-	300,000	-	X		Central Admin	finance Depart
Organize Emergency meetings	head office	x	x	x	x	-	-		-	x		Admin	Central admin
Hazards identification & early warning systems	Metro wide	x	x	x	x	-	-	15,000.00	-		x	NADMO	ISD, PRO,3 Submetros
Inspection of fire hydrant and fire extinguishers within catchment area	Metro wide		x		x	-	-	15,000.00	-		x	NADMO	Fire service
Sensitization and awareness raising of disaster mgt in the communities	Metro wide	x	x	x	x	-	-	15,000.00	-		x	NADMO	ISD
Procure 2no Toyota Pickups	MPHD		x			920,000		570,000	350,000	x		MPHD	Central Admin

Projects	Location	Timeframe 2026				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Public education on causes of flood disaster and mitigation	Metro wide	x	x	x	x	-	-	15,000.00			x	MPHD-ASK	NADMO Sub-Metros, ISD, Ass. Mem, DVGs, ECG,
Announcement on clean up exercise	3 sub metros	x	x	x	x	-	-	-	4,000		X	ISD	PRO
Organize quarterly meetings of Public Relations & Complaints Committee	AMA head office	x	x	x	x	-	-	-	30,000	x		Admin	PRCC
Organize Public sensitization on sanitation	3 sub metros	x	x	x	x	-	-	-	30,000		X	ISD	Metro Public Health
Organize one-day public campaign programme on Business Operating Permit	3 sub metros	x	x	x	x	-	-	-	31,000		X	Metro Information Services	Revenue Unit
Organize one-day Town Hall Meeting	3 sub metros	x	x	x	x	-	-	-	35,000		X	ISD	MPPD
Organize one-day Public Education Campaign on property rate and market toll	3 sub metros	x	x	x	x	-	-	-	35,000		X	Metro Information Services	Revenue Unit
Sensitisation on future occurrence (outbreak) and government / A.M.A. policies	3 sub metros	x	x	x	x	-	-	-	23,000		X	Metro Information Services	- ISD
Organize Management meetings	head office	x	x	x	x	-	-	-	60,000	x		Admin	Central admin
Public education on causes of fire disaster in public places, markets and schools	Metro wide	x	x	x	x	-	-	15,000.00	-		x	NADMO	NCCE
Organise Budget Committee for Mid-year Review	Head office	x	x	x	x	-	-	30,000.00	-		x	B&R	Sub metros
Stakeholder consultative meeting on digitalisation in the 3 Sub Metros	**Identified location**	**x**	**x**	**x**	**x**	-	-	**150,000**	-		**x**	**B&R**	**Sub metros**
Organise 6No Budget Committee Meeting	Head office	x	x	x	x	-	-	120,000.00	-		x	B&R	Sub metros
Support organisation of F&A, Joint Committee meeting and EXECO for consideration of FFR and Mid-year Review	Head office	x	x	x	x	-	-	80,000.00	-		x	B&R	Admin
Organise 3 No Public Hearing on FFR and Budget Estimate	Identified location	x	x	x	x	-	-	95,500.00	-		x	B&R	REVENUE
Organise a 3 day Departmental Budget Hearing	Identified location	x	x	x	x	-	-	60,000.00	-		x	B&R	REVENUE
Coordinate, Monitor and Evaluate the implementation of physical project and prog (electoral area project, donor funded project-GARID)	Metro Wide	x	x	x	x	-	20,000	-	-	x		Plg Unit	MPCU
Undertake 4 no. Community Stakeholders' meetings	Metro Wide	x	x	x	x	-	25,000	-	-	x		Plg Unit	Central Admin

Projects	Location	Timeframe 2026				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Organize review meetings on the 2025 AAP, ACAP and prepare 2026 AAP & ACAP	Head/ o l d Office Sub metros		x	x		-	-	50,000	-	x		Plg Unit	MPCU Resilient unit
Organize 4 MPCU meetings	Head office	x	x	x	x	-	-	28,000	-		x	Dev't Planning	MPCU
Undertake Budget M&E, Reporting and Accounting	Head/ o l d Office Sub metros	x	x	x	x	40,000	-	-	-			B&R	Budget Committee
On board Properties and Businesses in the 3 Sub-Metros	Head/ o l d Office Sub metros	x	x	x	x	-	-	-	-		x	B&R	Sub metros
Organise a 2- Day Fee-Fixing Technical Committee Meeting	Head office	x	x	x	x	-	-	35,040.00	-		x	B&R	Revenue , finance
Capacity Building and Productivity Improvement													
Organize 4 Quarterly Audit Committee meetings to deliberate on audit issues	Head Office	x	x	x	x	-	-	60,000.00	-	X		Internal Audit	Central Admin/ Finance/ Sub-Metro
Developing the capacity of communities/DVG`s on disaster risk adaptation and reduction	Metro wide	x	x	x	x	-	-	15,000.00	-	X		NADMO	HR
Organize 10 days hands on training on Performance Audit and Annual Audit Conference	Metro wide IAA		x	x		-	-	30,000.00	-	X		Internal Audit	Central Admin/ Finance/ Sub-Metro
Staff development	City hall		x	x		-	-	5000	-		x	SW &CD	HR
Procure materials and Office Consumables	MPHD	x	x	x	x	1,283,155	-	478,846	668,104		x	MPHD	Central Admin
Procurement of computers and office equipment	Metro wide		x			-	-	7000	-		X	SW&CD	Procurement
Train staff for the implementation of the permitting process software (PPS) for processing development application	Metro wide	x	x	x	x	-	-	131,600	-		x	HR	PDD Metro works/ Consultant
To train 30 crop farmers on climate smart agricultural practices	Kole-bu				x	-	-	4000	-	x		Agric	A.M.A
Participate in Capacity Building Programmes	City hall	x	x	x	x	-	-	86,000.00	-	x		HR	B&R
Training on data protection and short courses on System administration	City hall		x		x	-	-	30000	-	X		MIS	Data Protection Comm. IPMC , Human Resource.
Enhance staff capacity development	Head office	x	x	x	x	-	-	90,000	-	X		PPD	LUSPA/LGS/AMA
Organize good record keeping training	Head office	x	x	x	x	-	-	50,000	-	x		HR	PPD
Organize a capacity Building workshop for GALOP and Non GALOP school Heads on SPIP preparation	Metro Educ. Directorate			**x**		20,000	15,000	-	5,000		x	Accra Metro Edu. Office/	BUDGET

Projects	Location	Timeframe 2026				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Organize and conduct an instructional leadership training for all Heads of basic schools in the metro	Metro Educ. Directorate			**x**	x	26,790	-	-	-	x		Accra Metro Edu. Office/	HRMD/
Support the Metro office with office materials and consumables (laptop, stationery, tonner)	Metro Educ. Directorate	**x**				63,825.00	-	-	-	x		Metro Edu. Office	/BUD GET/ACC
Co-ordination, Monitoring, Evaluation and Learning													
Four quarterly monitoring of field activities to evaluate level of achievement of projects.	All 3 sub metros	X	X	X	X	-	-	4,000	-		x	Dev. Planning	MPCU
Monitoring/Assessing the implementation of the Standard based curriculum in the basic schools.	All 3 sub metros	x		x	x	20,000.00	-	-	17,250.00	x		Accra Metro Edu. Office	Accra Metro Edu. Office
Monitoring and evaluation of skills trained women, youth and PWDs	Metro wide		x		x	-	-	5,000	-		X	SW&CD	MPCU
Conduct quarterly mon and superv visits within health faci to identify gaps in service delivery and Carryout onsite coaching and mentoring on maternal and Child Health and Epidemic Diseases	All 3 sub metros	x	x	x	x	-	-	17,500	-		X	Health	Admin
Monitoring of the Revenue collection	Metro Wide	X	X	X	X	-	-	360,000	-	X		Finance Department	Finance. Internal Audit/ Budget
Monitor and evaluate Fee- and Performance Based Solid Waste Collection Service Contracts quarterly.	Metro wide	X	X	X	X	-	-	55,000	-		X	WMD	Admin
Monitor the operations of the Fecal Sludge and Wastewater Treatment Plants	Mudor	X	X	X	X	-		10,680	-		X	WMD	Admin
Monitoring of deployment of bills to the rate payers/BOP	Head Office	X	X	X	X	-	-	30,000.00	-	X		Finance	MIS
Organize Two(2) day orientation course for 200 revenue collectors	Metro Wide		X	X		-	-	300,000	-	X		Finance	Central Admin Sub-Metros/ Budget & Rating
Organize 4 monthly technical performance review meeting Monitoring and evaluation	Head Office	X	X	X	X	-	-	12,000	-	x		Agric	A.M.A
SOCIAL DEVELOPMENT													
Objective: By 2029, increase access to quality education, health and social welfare services by at least 30% through improved infrastructure and outreach programmes; By 2028, implement targeted social protection and empowerment programmes to ensure at least 70% of vulnerable groups benefit from inclusive services													
Programme: Vulnerability, Social and Child Protection													
Rehabilitation of persons with disabilities (PWD)	Metro wide	x	x	x	x	-	-	-	200,000		X	SW&CD	Gh Fed. Disb, (GFD) NCPWD, NGO, Ass. Mem
School & community sensitization on social protection issues & gender based violence	Metro wide	x	x	x	x	9,920	-	21,500	19,000		X	SW&CD	MHD, MED, RTI NGO, UNICEF

Projects	Location	Timeframe 2026				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Child rights promotion and protection	Metro wide	x	x	x	x	1000	-	4000	8000		X	SW&CD	MHD, MED, RTI NGO, UNICEF
Registration of vulnerable groups in the three sub-metros	Metro wide	x	x	x	x	-	-	1000	8000		x	SW&CD	NHIA, LEAP secretariat UNICEF, NGO
Programme: Water, Environmental Health and Sanitation													
Organize monthly National Sanitation clean-up exercises	Metro Wide	x	x	x	x	-	-	414,000	-		x	WMD	Admin
Integrate 500 informal waste workers into AMA waste management scheme.	Metro-wide	x	x	x	x	-	-	87,500	-		x	WMD	Admin
Construct Compost plant, operate, manage and monitor Waste to energy plant	Mortuary Road IRECOP	x	x	x	x	-	-	600,000	-	x		WMD	Jekora Ventures AfDB
Desilt secondary and tertiary community drains	Metro wide	x	x	x	x	-	-	3,936,400.00	-	x		WMD	Admin
Implement Zero Waste Street concept	Palace Street	x	x	x	x	-	-	200,000	772,000		x	WMD	Central Administration
Inspect cesspool empties and register operators	WMD	x	x	x	x	-	-	17,000	-		x	WMD	Central Administration
Pilot waste to Biogas Project	WMD	x	x	x	x	-	-	150,000	-		x	WMD	Das biogas
Undertake daily cleansing of Streets and Public open spaces.	Metro Wide	x	x	x	x	-	-	234,900	-		x	WMD	Central Administration
Environmental Protection and Standard Enforcement	Metro wide	x	x	x	x	366,365	-	75,693	177,367.00		x	MPHD	Central Admin
Food, Water, Drug Safety and Hygiene	Metro wide	x	x	x	x	374,900	-	83,665	233300.00		x	MPHD	Central Admin
Maintenance & rehab. of waste mgt equipment	WMD	x	x	x	x	-	-	430,000	-		x	WMD	Admin
Withdraw 20% of communal containers at selected sanitary sites and implement door - to - door collection	Metro wide		X	X	X	-	-	18,000	-	x		WMD	Admin
Public Health Education and Information	Metro wide	X	X	X	X	560,000	-	150,000.00	104,665.00		x	MPHD	Central Admin
Evacuate. approx. 90 metric tons of solid waste from public places (School, markets, lorry parks, etc) daily	Metro wide	X	X	X	X	-	-	669,600	-		X	WMD	Central Administration
Education Improvement													
Participate in all Cultural and Tourism Festivals	Metro wide	x	x	x	x	-	-	40,000	-	x		Culture	Admin
Observe International Mother Tongue Day	Metro wide	x	x	x	x	-	-	5,000	-	x		Culture	Admin NCCE

Projects	Location	Timeframe 2026				Cost				Project status		Implementing Inst/dept	
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Other**	**New**	**Ongoing**	**Lead**	**Collaboration**
Const 4-Storey 30-unit classroom block with ancillary fac such as; furniture, computer science lab, Library, washrooms, Rubbish holding bay, ext works and a security post	Sempe Cluster of Schools, James-Town,	x	x	x		8,780,000.00	-	-	-		X	Education	GETFund MWD
Construct 3-storey 18-unit classroom block with ancillary facilities for Avenor Basic School	Avenor, Okaikoi South	x	x			8,250,000	-	-	-		X	GETfund Consultant	Metro Works Department (MWD)
Construct 3-Storey 18-unit classroom block and 3 Unit KG Block with ancillary facilities such as; furniture, computer science lab, Library, washrooms, Rubbish holding bay, multipurpose playing ground and a security post at Ayalolo Cluster	Ayalolo, Asheidu Keteke Sub-Metro	x	x	x	x	8,800,000.00	-	-	-		X	Education	Metro Works Department (MWD)
Construct 2-Storey 12-Unit classroom block with ancillary facilities for Mamprobi Sempe Primary	Mamprobi, Ablekuma South	x				3,000,000.00	-	-	-		x	GETFund Consultant	MWD
Implement SHEP programme i.e. Sanitation, environmental and safety system in schools	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie, Mamprobi, Ayalolo Kaneshie	x	x	x	x	24,073.75	-	25,000.00	-	X		Accra Metro Edu. Office/ SHEP	Central Admin
Construct and Complete of 3-Storey (18) Unit Classroom Block Ancillary Facilities for Nanka Bruce	Korle-Gonno			X	X	10,000,000.00	-	-	-		X	MWD	Metro Education
Supply of classroom furniture to replace broken furniture	Metro Wide	x	x	x	x	-	-	300,000.00	-	X		Metro Works Dept	Metro Education
Renovation of Educational facilities (public Schools)	Metro wide	x	x	x	x	600,000.00	-	250,000.00	-	X		MWD	Metro Education
Organize my First Day at school throughout all schools in the Accra Metropolis	Pub. KG schools	x		x		-	-	46,981.05	-		x	Metro Edu. Office directorate	Admin
Conduct Regular inspection and ensure proper functioning of SMC/PTAs and school boards and disseminate report timely	Pub. KG schools	x	x	x	x	70,000.00	-	-	-	X		Accra Metro Edu. Office/ Supervision	Central Admin
Organize and implement guidance and counselling activities (Provide Training for In-school Guidance and Counselling Officers)	Pub. KG schools	x	x	x	x	20,790.00	-	5,500.00	-	X		Accra Metro Edu. Office/	GNC Central Admin

Projects	Location	Timeframe 2026				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Organize and implement ICT and BDT activities	Pub. KG schools	x	x	x	x	15,625.00	-	-	-	X		Accra Metro Edu. Office/	ICT&BDT Central Admin
Organize and implement special education activities for special need children	Pub. KG schools	x	x	x	x	15,000.00	-	15,000.00	-	X		Accra Metro Edu. Office/ SPED	AMA
Organize Workshop for Heads of Basic Schools on school management efficiency.	Educ. Office			x		16,790.00	25,000.00	-	5,000.00	X		Accra Metro Edu. Office/	AUDIT/AC /BUDGET
Implement Metro level Ghana Teacher Prize Award for deserving staff	Metro wide	x		x		10,000	-	31,500.00	52,500.00		X	Accra Metro Edu. Office	HRMD
Establish't of Adolescent Rep Health & Infectious Diseases c'ttees to support Basic and Second Cycle SHEP initiatives	Metro wide	x	x	x	x	-	-	7,350.00	10,500.00		X	Accra Metro Edu. Office/	Accra Metro Edu. Office/
Provide Science consumables and other Teaching learning Materials for Pre-Tertiary Schools	Metro wide	x	x			5, 250.00	-	84,000	10,500.00		X	Accra Metro Edu. Office/	Accra Metro Edu. Office/
Implement INSET and Continuous Teacher Professional Development programme at Basic Schools	Metro wide	x	x	x	x	-	-	88,147.50	-		X	Accra Metro Edu. Office/	Accra Metro Edu. Office/
Organize Management training for line officers, School Improvement Support officers and other key officers	Metro wide		**x**			10,500.00	-	-	-	X		Accra Metro Edu. Office/	HRMD
Organize an orientation for newly trained Teachers and schedule officers	Accra Metro Office		x	x	x	x	-	-	30,000.00	X		Accra Metro Edu. Office/	HRMD
Provide basic schools with storage facilities for books and other teaching and learning materials (cupboard)	Accra Metro Office	x				125,925.00	-	-	-	X		Accra Metro Edu. Office	Works
Provide school furniture to 20 basic schools in the directorate	Metro	x	x	x	x	700,000.00	-	-	-		X	Accra Metro Edu. Office	Central Admin
Provide gender friendly sanitary facilities in 20 basic schools.	Ga Mashie Korle Gonno Ussher	x	x	x	x	60,000.00	-	-	-	X		Accra Metro Edu. Office/SHEP	Central Admin
Organise a Metro wide Exams for JHS final year students, Basic 6,4 and 2 pupils	Ga Mashie Korle Gonno Ussher		x			60,000.00	-	-	-	X		Accra Metro Edu. Office/Exam	Central Admin
Implement Girl Child activities	Pub. Schools	x	x	x	x	25,500.00	-	10,000.00	-	X		Accra Metro Edu. Office	Central Admin
Rehabilitate 10 primary school buildings	3 sub metros	x	x	x	x	500,000. 00	-	-	-	X		Accra Metro Edu. Office	Central Admin

Projects	Location	Timeframe 2026				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Provide facilities for harvesting water in 15 Basic schools (Tanks & Spouts)	Ga Mashie Korle	x	x	x	x	75,000.0 0	-	-	-	X		Accra Metro Edu. Office	Central Admin
Implement stake- holder engagement meetings in school communities on issues relating to health, improving learning outcomes and community support for schools	Ga Mashie Korle		**x**		**x**	27,250.00	-	-	-		X	Accra Metro Edu. Office	Central Admin
Broaden Education Planning and Supervision activities	Educ. office			x	√	20,500.0 0	-	-	-	X		Metro Edu. Office	/EMIS/ BUDGET
Conduct training for Pre-School teachers and attendants.	Educ. office	x	x	x	x	20,120.0 0	-	10,000.00	-	X		Edu. Office	SW &CD
Organise Teachers Durbar in all circuits in the directorates	Education office				x	20,000.0 0	-	-	-	X		Accra Metro Edu. Office/	HRMD
Organise Basic school festival of Arts and culture	Pub. Basic sch				x	25, 950.00	-	-	-	X		Metro Edu. Office/ Music	Culture
Organise a Metro wide Mock Exams for JHS final year students	Kaneshie			x	x		-	48,000.00	50,000.		x	Accra Metro Edu.Office	GES
Organize STIME camp for selected science and math students and teachers in basic schools	Kaneshie	x				56,570.0 0	-	-	-	X		Accra Metro Edu. Office/STME	GES
Organize a school performance appraisal meeting for Basic Schools	Kaneshie		x			25,500.0 0	-	10,000.00	-	X		Accra Metro Edu. Office/EMIS	SHEP
Conduct Independence Day celebrations	Metro wide		x			-	40,700. 00	-	20,000.		X	Accra Metro Education	Central Admin
Promote the teaching of GA Language in all Basic Schools within the Metropolis	Metro Wide	x	x	x	x	10,000. 00	-	30,000.00	-	x		Accra Metro Edu. Office	GAMADA GES
Youth and Sports Development													
Organize Youth empowerment programmes	Metro wide	x		x	x	5,300	-	16,000	-		X	SW&CD	YEA, MHD,NGO
Organise gender empowerment programmes	Metro wide	x	x		x	-	-	18,000	-		X	SW&CD	YEA, MHD,NGO
Organise inter circuits athletics competition at El-wak Stadium	El-wak Stadium		x			30,120.0 0	-	-	-	X		Accra Metro Edu. Office/	SPORTS
Organise a 2-day games in soccer, netball, volley ball in basic schools	El-wak Stadium		x			30,240	30,000	-	-	X		Accra Metro Edu. Office/	SPORTS
Organise inter circuits KG games competition	KG schools		x			22,280	-	-	-	X		Accra Metro Edu. Office/	SPORTS
Construction of Labor ward Extension for Mamprobi Hospital (Phase II)	Mamprobi, ABS	x	x	x		680,000	-	-	-	X		MWD	Metro Health
Health Improvement Programme													
Continue Rapid Response to Monkey pox Outbreak in Accra Metro	Accra Metro		x	x	x	-	-	-	-		x	Metro Health Dept	GHS

Projects	Location	Timeframe 2026				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Reconstruction of 4-storey medical block for PML Hospital	Ashiedu Keteke	x	x	x	x	35,000,000.00	-	-	-	X		Ministry of Health	AMA, Works Dept.
Develop and produce education materials on comprehensive health care concerns including mental health care	Accra Metro	x	x	x		-	-	-	-	x		Metro Health Dept	GHS
Provide additional Wards for Mamprobi Hospital	Ablekuma South Sub	x	x	x	x	-	-	-	-	x		MHD	Works dept
Renovate and revamp infrastructure of Makola Government Clinic	Accra Metro	x	x	x	x	-	-	100,000	100,000		x	MHD	Central Admin
Undertake localized SBCC activities with identified local groups example market women, Drivers, artisans etc.	Accra Metro	x	x	x	x	-	-	-	-	x		MHD	Central Admin
Upgrade Kaneshie Polyclinic to a Hospital	Okai Koi Sub Metro	x	x	x	x	-	-	-	-	x		MHD	Central Admin
Provide Health Facilities with Equip & Logistics	Accra Metro	x	x	x	x	-	-	100,000	50,000	x		MHD	Central Admin
Support and Create awareness on the need to prevent HIV/AIDS activities-campaign, non-communicable diseases, hypertension and diabetes	Accra Metro	x	x	x	x	25,000	-	10,000	-	x		MHD	Central Admin
Provide Funds & logistics for Outbreak Inv'gt Mgt and the Control of Epidemic Diseases.	Accra Metro	x	x	x	x	-	-	50,000	20,000	x		MHD	Central Admin
Vaccinate 1200 dog and 200 cats against rabies	3 sub metros	X				-	-	5000	-	x		Agric	A.M.A
Renovation of Educational facilities (public Schools)	Metro wide	X	X	X	X	600,000	-	250,000.00	-	x		MWD	
Construction 3-storey Health block for Ussher Polyclinic	Jamestown, Ashiedu Keteke	X	X	X	X	8,400,000	-	-	-		X	Ministry of Health	AMA Works Department
Sub-Total						140,298,513.80	155,700	42,874,732.55	163,084,186				
Total						**346,413,132.35**							

Table 6.2 Annual Action Plan - 2027

Projects	Location	Timeframe 2027				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
ECONOMIC DEVELOPMENT													
Objective: To stimulate local enterprise development and investment by 60% in the metropolis by 2029, To enhance market infrastructure to support economic growth by 50% by the end of 2029,													
Programme: Agriculture Modernization and Post-harvest Management													
Raise and establish 1000 vegetable and fruit seedlings to promote school and home gardening.	Metro wide		x			-	-	25,000.00	-		x	Agric	AMA
Carry out surveillance and biosecurity on livestock and poultry	Metro wide	x	x	x	x	-	-	15,000.00	-		x	Agric	AMA
Train 25 poultry farmers on poultry feed formulation	Metro wide			x		-	-	4,000.00	-		x	Agric	AMA
To train 30 crop farmers on integrated pest management as a way of minimizing risk to health and the environment	Metro wide				x	-	-	4,000.00	-		x	Agric	AMA
Train 60 food vendors and food processors on food adulteration	Metro wide		x			-	-	10,000.00	-		x	Agric	AMA
Carry out at least 240 home and farm visits to educate and provide technical advice to farmers, assess their needs and challenges.	Metro wide	x	x	x	x	-	-	25,000.00	-		x	Agric	AMA
Programme: Financial Management													
Collect and analyse 48 weekly market data on food commodity prices and daily commodity movement	Market				x	-	-	12,000.00	-		x	Agric	AMA
Deployment of Bills to the rate payer through the system	Metro Wide	x				-	-	300,000	-	x		Finance Department	MIS/Budget
Institute Monthly revenue review and strategy development meeting	Head Office	x	x	x	x	-	-	90,000.00	-	x		Finance Department	Central Administration
Organize two (2) days refresher training on the use of GIFMIS accounting software for (28) Accounting officers	Head Office		x	x		-	-	27,000.00	-	x		Finance Department	Central Administration /HR
Organize reporting Training for Chief Cashier, expenditure and Revenue Accountant	Head Office		x	x		-	-	23,400.00	-	x		Finance Department	Central Administration
Organize two weeks public sensitization programme	3 sub metros		x	x		-	-	25,000.00	-	x		Revenue unit	Finance Department
Organize quarterly enforcement of revenue collection	Metro Wide		x	x	x	-	-	400,000.00	-	x		Revenue Department	Finance /Metro Security,

Projects	Location	Timeframe 2027				Cost				Project status		Implementing Inst/dept	
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Other**	**New**	**Ongoing**	**Lead**	**Collaboration**
Organize training on financial reporting	Head Office		x	x	x	-	-	30,000.00	-	x		Finance Department	C.A.G.D HEAD OFFICE
Programme: **Local Economic Development**													
Organize art and craft skills training workshop for the unemployed youth	Metro wide		x	x		-	-	40,000.00	-	x		Culture & Tourism unit	SWCD
Support the celebration of Heritage Month	Metro wide	x				-	-	25,000	-	x		Culture and Tourism	Administration
Heritage Month (Ghana Month).	Metro wide	X				-	-	25,000.00	-	x		Culture & Tourism	Admin
Organize art and craft skills training workshop for the unemployed youth	Metro wide		x	x		-	-	40, 000	-		x	Culture and Tourism	Social Welfare and Community Development
Celebrate the Regional and district Festival of Arts and Culture	Regional			x				15,000			x	Culture and Tourism	Admin
Participate in the National Festival of Arts and Culture (NAFAC)	AMA Office				x	-	-	40,000	-		x	Culture	Tourism Unit
Carry out surveillance and biosecurity on livestock and poultry	3 sub metros	x	x	x	x	-	-	15000	-		x	Agric	A.M.A
Redevelopment of Makola Market	Ashiedu Keteke	x	x	x	x	-	-	-	-		X	Consultant	MWD
Objective: To align 80% infrastructure delivery with spatial development framework by the end of 2029, To enhance 90% resilience to climate change and natural hazards, To achieve 90% spatial and land-use planning integration by 2029													
Programme: Climate Change and Environmental Sustainability													
Development of waste data system	WMD	x	x	x	x	-	-	20,000.00	30,000.00		X	WMD	MIS
Withdraw 20% of communal containers at selected sanitary sites and implement door - to - door collection	Metro wide		x	x	x	-	-	18,000.00	-		X	WMD	Sub Metros Service Providers
Monitor and evaluate Fee- and Performance Based Solid Waste Collection Service Contracts quarterly	Metro wide	x	x	x	x	-	-	58,000.00	-		X	WMD	Admin
Support the Implementation of Accra Air Quality Action Plan	3 sub metros	x	x	x	x	-	-	50,000.00	1,000,000		x	MPHD	MPCU
Integrate 500 informal waste workers into AMA'S waste management scheme.	Metro wide	x	x	x	x	-	-	87,500.00	-		X	WMD	Admin
Construct, operate, manage and monitor Waste to energy plant	Mortuary Rd IRECOP	x	x	x	x	-	-	600,000.00	-		X	WMD	COMSA, Works
Desilt secondary and tertiary community drains	Metro wide	x	x	x	x	-	-	3,996,400.00	-		X	WMD	Admin

Projects	Location	Timeframe 2027				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Monitor the operations of the faecal Sludge and Wastewater Treatment Plants	Mudor	x	x	x	x	-	-	12,000.00	-		X	WMD	Admin
Support the implementation of the Accra Climate Action Plan (2026-2030	Metro wide	x	x	x	x	-	-	50,000.00	1,000,000	X		RU	MPCU
Inspect cesspool empties and register operators	WMD	X	X	X	X	-	-	20,000.00	-		X	WMD	Admin
Pilot waste segregation and compost project in com & inst	ABS & ASK	X	X	X	X	-	-	190,000.00	-		X	WMD	Admin
Undertake daily cleansing of Streets and Public open spaces.	Metro wide	X	X	X	X	-	-	234,900.00	-		X	WMD	Admin
Evacuate. approx. 90 metric tons of solid waste from public places (School, markets, lorry parks, etc) daily	Metro wide	X	X	X	X	-	-	669,600.00	-		X	WMD	Admin
Landscape Beautification maintenance of Prestige Gardens into a properly standard garden for beautification, revenue generation, enhance the quality of air and also mitigate against Climate Change Effect.	City cornor City Hall gardens, Ga Trad. Council	X	X	X	X	35,000.00	-	62,000.00	-		X	Parks & Gardens	Spatial Plan. AMA
Maintenance of Open Spaces, road medians, road islands, tree pruning and landscape areas.	Metro Wide	X	X	X	X	45,000.00	-	85,000.00	-		X	Parks & Gardens	Spatial Plan. AMA
Implement Zero Waste Street concept	Palace street	X	X	X	X	-	-	200,000.00	772,000.00		X	WMD	Admin
Planting of ornamental trees and other assorted plants at open spaces, provide to support green	Schools, open spaces, etc	X	X	X	X	45,000.00	-	65,000.00	-		X	Parks & Gardens	Spatial Plan. AMA
Ghana in ecosystem restoration and environmental sustainability and protection agenda	Metro wide	X	X	X	X	-	-	50,000.00		x		Parks & Gardens	Spatial Plan. AMA
Public Education on Causes of Flood Disaster and Mitigation	Metro wide	X	X	X	X	-	-	15,000.00	-		X	Ashiedu Keteke	NADMO, NCCE, DVDs, Ass Members. stakeholders
Public Education on Green Environment and the benefits derived from ensuring that our communities, workplaces, are Green	Metro Wide	X	X	X	X	35,000	-	25,000.00	-		X	Parks & Gardens	Spatial Plan. AMA
Environmental Governance Education on Sanitation, Fire and Flood Disasters)	Metro wide	X	X	X		7,000.00	-	-	-		X	NCCE	AMA

Projects	Location	Timeframe 2027				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Developing the Capacity of Communities/DVG`s on Disaster risk Reduction	Metro wide	X	X	X	X	-	-	-	-		x	NADMO	3 Sub metros
Sensitization and Awareness Raising of Disaster Management in the Communities	Metro wide	X	X	X	X	-	-	-	-		x	Sub metros	NADMO, NCCE, DVDs, Assembly Members, stakeholders
Organize monthly National Sanitation clean-up exercises	Metro wide	X	X	X	X	-	-	414,000.00	-		X	WMD	Admin
Programme: Transport Infrastructure and Safety Management													
Installation and Maintenance of Streetlights	Within the Metropolis		X		X	-	-	-	150,000,000	X		Roads	Urban Roads
Construction of Drains in the Metropolis	Metro wide	X	X	X	X	9,000,000.00	-	-	-	X		Metro Roads Dept.	Urban Roads
Construction/Upgrade of Drainage system in the Metropolis	Metro wide	X	X	X	X	4,200,000.00	-	-	-	X		Metro Roads Dept.	Urban Roads
Construction of Access Road in the Metropolis	Metro wide	X	X	X	X	8,000,000.00	-	-	-	X		Metro Roads Dept.	Urban Roads
Intersections Improvement within the communities	Metro wide	X	X	X	X	3,000,000	-	1,500,000.00	-		X	Metro Roads	Dept of Urban Roads
Construction/ Maintenance of Speed Humps to Control Speed on access Road to School Areas	Metro wide	X	X	X	X	2,000,000.00	-	1,000,000.00	-		X	Metro Roads Dept.	Urban Roads, AMA
Protection of Right of way/Construction of Walkways	Metro wide	X	X	X	X	2,500,000.00	-	1,500,000.00	-		X	Metro Roads Dept.	Urban Roads, AMA
Asphaltic Overlay on Access Roads on some selected roads	Metro wide	X	X	X	X	10,000,000.00	-	-	-		X	Metro Roads Dept.	Urban Roads
Improve Road Safety (Road Line Marking, Provision of Zebra Crossing and Road Furniture, Including Street Lights	Metro wide	X	X	X	X	5,000,000.00	-	2,000,000.00	-		X	Metro Roads Dept.	Urban Roads,
Maintenance & rehab. of waste management equipment	WMD	X	X	X	X	-	-	430,000.00	-		X	WMD	Admin
Rehabilitation of selected projects	Metro wide	X	X	X	X	8,925,157.54	-	-	-	X		Metro Roads	Urban Roads
Routine Maintenance works on Existing Road network in all Sub-Metro	Metro wide	X	X	X	X	3,250,000.00	-	1,000,000.00	-	X		Metro Roads Dept.	Urban Roads, AMA
Programme: Spatial Development Programme													
Support Spatial Planning Unit during Technical and Spatial Planning Committee meetings by advising on landscaping, Green Environment and Open Space	S.P.C, subtech, other committees	X	X	X	X	15,000.00	-	20,000.00	-		X	Parks & Gardens	Spatial Plan. AMA

Projects	Location	Timeframe 2027				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
beautification													
Redevelopment of Rawlings Park	Ashiedu Keteke	X	X	X	X	-	-	-	100,000,000		X	Consultant	MWD
Redevelopment of Makola Market	Ashiedu Keteke	X	X	X	X	-	-	-	80,000,000		X	Consultant	MWD
Electoral Area Project	Electoral Areas		X	X	X	-	-	600,000	-		X	MWD	Hon Assembly Members
Redevelopment of Tuesday Market	Korle Gonno	X	X	X	X	-	-	-	50,000,000	X		Consultant	MWD
Construction of 4-Storey Community Centre	Chorkor Obeweku	X	X	X		-	-	2,250,000.00	-		X	MWD	SW &CD
Update the CBD spatial local plan for Accra which reflects its high-density designated under the regional special development framework (RSDF)	PPD	X	X	X	X	-	-	650,000.00	-		X	PPD	Works, sub-metros
Complete street naming and property address system	PPD	x	x	x	x	-	-	10,555,000.00	-		X	PPD	Budget, Works, MIS, Procurement
Prepare spatial plans (coastal resilience dev't framework & structure plan for AMA)	Metro wide	x	x	x	x	-	-	300,000.00	155,000.00	X		PPD	LUSPA
Update one local plan in each sub metro (3)	Metro wide	x	x	x	x	-	-	120,000.00	-	X		PPD	LUSPA
GOVERNANCE AND INSTITUTIONAL DEVELOPMENT													
Objective: To provide targeted capacity-building programmes for at least 70% of management and technical staff, ensuring improved compliance with financial and operational standards by 2027; By 2029, digitize at least 80% of the Assembly's administrative processes to streamline decision-making and service delivery													
Programme: Governance, Accountability and Public Safety Improvement Programme													
Improve Spatial Planning Awareness	PPD	x	x	x	x	-	-	150,000.00	-		X	PPD	A.M.A
Process all Development Applications (organize 12 spatial planning & technical subcommittee meetings)	Head Office	x	x	x	x	-	-	390,800.00	-		X	PPD	A.M.A
Ensure Good Record Keeping	PPD	x	x	x	x	-	-	50,000.00	-		X	PPD	RMU
Rehabilitation of Staff Bungalow	City-corner,	x	x	x		-	-	350,000.00	-	X		MWD	
Renovation of Staff Bungalows (Finance)	City Corner,	x	x	x		-	-	480,000.00	-	X		MWD	Estates Unit
Maintenance of Office buildings (Sub Metros)	Ashiedu Keteke		x	x		-	-	300,000.00	-	X		MWD	Estates Unit
Continuation and Completion of Head office Complex Block, City-Hall (4th Floor)	Accra, Ashiedu Keteke	x	x	x	x	6,000,000.00	-	2,800,000.00	-		X	MWD	Admin

Projects	Location	Timeframe 2027				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Maintain and Rehabilitate WMD office building	WMD	x	x	x	x	-	-	1,820,000.00	-		X	WMD	Admin, Works
Conduct 10 days Cash Management Audit	Metro wide	x	x	x	x	-	-	7,000.00	-	X		Internal Audit	Admin, finance, sub-metros
Organize 1 District Farmers' Day Celebration for eight (10) award winners.	Head Office AMA				x	-	-	200,000.00	-		X	Agric	Admin
Organize 4 monthly technical performance review meeting	Head Office	X	X	X	X	-	-	12,000.00	-		X	Agric	AMA
Undertake 40 days Internally Generated Funds (IGF) audit	Metro wide	X	X	X	X	-	-	10,000.00	-	X		Internal Audit	Admin, finance, sub-metros
Conduct 10 days payroll audit	Metro wide			X		-	-	5,000.00	-	X		Internal Audit	Admin, finance, sub-metros
Revenue Mobilization (Education on Tax Compliance, Tax Avoidance, Tax Evasion)	Metro wide	X	X	X	X	5,500.00	-	-	-	X		NCCE	AMA
Conduct 5-day Performance Audit	Metro wide			X	X	-	-	5,000.00	-		X	Internal Audit	Admin, finance, sub-metros
Perform 13 days Transport and Fuel Management Audit	Metro wide	X	X	X	X	-	-	9,000.00	-	X		Internal Audit	Admin, finance, sub-metros
Announcement on clean up exercise	Metro wide	X	X	X	X	-	-	4,000.00	-		X	ISD	PRO
Education on Good Governance and Democracy	Metro wide		X	X	X	5,000.00	-	-	-		X	NCCE	ISD
Child Protection (Education on Child labour, Cyber Bullying, Child Trafficking)	Metro wide	X	X	X	X	6,000.00	-	-	-		x	NCCE	ISD
Carry out a 10 day special assignment and investigation audit	Metro wide				X	-	-	12,000.00	-	X		Internal Audit	Admin, finance, sub-metros
Conduct 10 days Irregularities and Follow up audits	Metro wide		X	X	X	-	-	10,000.00	-		X	Internal Audit	Admin, finance, sub-metros
Organize 4 Quarterly Audit Committee meetings to deliberate on audit issues	Head Office	X	X	X	X	-	-	65,000.00	-		X	Internal Audit	Admin, finance, sub-metros
Conduct 4 days audit of the District Assemblies Common Fund	Head Office				X	-	-	8,000.00	-	X		Internal Audit	Admin, finance, sub-metros
Carry out 10 days audit of the funds from Developmental Agencies	Head Office			X		-	-	9,230.00	-	X		Internal Audit	Admin, finance, sub-metros
Organize one-day Public Education Campaign on property rate and market toll	Metro wide	X	X	X	X	-	-	35,000.00	-		X	Information service dept.	Revenue mobilization unit
Organize one-day public campaign programme on Business Operating Permit	Metro wide	X	X	X	X	-	-	31,000.00	-		X	Information service dept.	Revenue mobilization unit
Organize Public sensitization on sanitation	Metro wide	X	X	X	X	-	-	30,000.00	-		X	Information service dept.	MPHD

Projects	Location	Timeframe 2027				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Organize one-day Town Hall Meeting	Metro wide	X	X	X	X	-	-	35,000.00	-		X	Information service dept.	PPD
Sensitization on future occurrence (outbreak) and government /A.M.A. policies	Metro wide	X	X	X	X	-	-	25,000.00	-		X	Information service dept.	PRO
Inspection of Fire Hydrant and Fire Extinguishers Within Catchment Area	Metro wide	X	X	X	X	-	-	-	-		x	Sub metros	NADMO, NCCE, DVDs, Ass. Members, stakeholders
Organize Civic Education Clubs Activities in schools	Metro wide	X	X	X	X	-	-		-		x	NCCE	ISD
Deployment of Bills to the rate payer through the system	Metro wide	X				-		390,000.00			x	Finance Dept.	MIS, Budget
Hazards Ident. & Early Warning Systems	Metro wide	X	X	X	X	-	-	-	-		x	Sub metros	NADMO, NCCE, DVDs, Ass. Members, stakeholders
Institute Monthly revenue review and strategy development meetings	Head Office	X	X	X	X	-	-	117,000.00	-		x	Finance Dept.	Admin
Organize two weeks public sensitization programme	Metro wide	X	X	X		-	-	32,500.00	-		x	Revenue Dept.	Finance Dept.
Organize quarterly enforcement of revenue collection	Metro wide	X	X	X	X	-	-	520,000.00	-		x	Revenue Dept.	Finance Dept., Metro Security
Organize monthly meetings of Sub Committee	Head Office	X	X	X	X	-	-	151,200.00	-		x	Admin	Admin
Organize quarterly meetings of Executive Committee	Head Office	X	X	X	X	-	-	115,200.00	-		x	Admin	Audit
Organize quarterly meetings of General Assembly	Head Office	X	X	X	X	-	-	432,000.00	-		x	Admin	Admin
Organize Audit Committee Meetings	Head Office	X	X	X	X	-	-	120,000.00	-		x	Admin	Admin
Organize Metro Security Meetings	Head Office	X	X	X	X	-	-	288,000.00	-		x	Admin	Security unit
Organize Emergency Meetings	Head Office	X	X	X	X	-	-	240,000.00	-		x	Admin	Central Admin
Organize Management Meeting	Head Office	X	X	X	X	-	-	72,000.00	-		x	Admin	Admin
Organize quarterly meetings of Public Relations & Complaints Committee	Head Office	X	X	X	X	-	-	360,000.00	-		x	Admin	Admin
Organise Budget Committee for Mid-year Review	Head office	x	x	x	x	-	-	30,000.00	-		x	B&R	Sub metros
Organise a 2- Day Fee-Fixing Technical Committee Meeting	Head office	x	x	x	x	-	-	35,040.00	-		x	B&R	Finance Revenue

Projects	Location	**Timeframe 2027**				**Cost**				**Project status**		**Implementing Inst/dept**	
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Other**	**New**	**Ongoing**	**Lead**	**Collaboration**
Support organisation of F&A, Joint Committee meeting and EXECO for consideration of FFR and Mid-year Review	Head office	x	x	x	x	-	-	80,000.00	-		x	B&R	Finance Revenue
Organise 3 No Public Hearing on FFR and Budget Estimate	Identified location	x	x	x	x	-	-	95,500.00	-		x	B&R	Revenue
Organise a 3 day Departmental Budget Hearing	Identified location	x	x	x	x	-	-	60,000.00	-		x	B&R	Finance Dept/units
Coordinate, Monitor and Evaluate the implementation of physical project and prog (electoral area project, donor funded project-GARID)	Metro Wide	x	x	x	x	-	-	-	-	X		Plg Unit	MPCU
Undertake 4 no. Community Stakeholders' meetings	Metro Wide	x	x	x	x	-	25,000	-	-	X		Plg Unit	Central Admin
Organize review meetings on the 2025 AAP, ACAP and prepare 2026 AAP & ACAP	Head/ o l d Office Sub metros		x	x		-	-	50,000	-	X		Plg Unit	MPCU Resilient unit
Organize 4 MPCU meetings	Head office	x	x	x	x	-	-	28,000	-		x	Dev't Planning	MPCU
Undertake Budget M&E, Reporting and Accounting	Head/ o l d Office Sub metros	x	x	x	x	40,000	-	-	-		X	B&R	Budget Committee
Programme: Capacity Building and Productivity Improvement Programme													
Materials And Office Consumables	MPHD	X	X	X	X	2,566,310.00	-	957,692.00	160,000.00 1,176,208.00		X	MPHD	Admin
Orientation for Newly Posted Staff	Head Office	X	X	X	X	-	-	-	-		X	HR	Admin
Orientation on Local Government Service Protocols	Head Office	X				-	-	-	-	X		RCC	HR
Orientation on Decentralization and Local Governance on Ghana	Head Office		X			-	-	-	-	X		OHLGS	HR
Organize Staff Durbar	Head Office	X			X	-	-	-	-		X	HR	Admin
Training On System Administration	Head Office		X			-	-	-	-	X		HR	IPMC
Certificate Training on Advanced Customer Service	Head Office		X			-	-	-	-	X		HR	CIPD Limited
Orientation On GIFMIS	Head Office		X			-	-	-	-	X		HR	Finance
Training On Defensive Driving	Head Office		X			-	-	-	-	X		HR	DVLA/Road Safety
Training on Social Accountability Techniques and Cash Management	Head Office			X		-	-	-	-	X		HR	Admin
Training on Preparation and Evaluation of Tender Documents	Head Office	X				-	-	-	-	X		HR	PPA

Projects	Location	Timeframe 2027				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Training on Public Financial Management and Internal Audit Control	Head Office			X		-	-	-	-	X		HR	GIMPA/RCC/Total Growth Consultancy
Enhance Staff Capacity Development	PPD	X	X	X	X	-	-	90,000.00	-	X		PPD	LUSPA, LGS
Establish a G.I.S unit including a workstation (buy ArcGIS software & syand alone license for 10 computers)	PPD	X	X	X	X	-	-	266,750.00	-	X		PPD	MIS, procurement
Procure 4no Motor Rides	MPHD			x		90,000.00	-	40,000.00	50,000.00	X		MPHD	Admin
Procurement of 4 No. galvanized skip containers	WMD	x	x			-	-	30,000.00	-	X		WMD	Procurement
Procure of office equ., printed materials, and stationery	WMD	x	x	x	x	-	-	25,140.00	-	X		WMD	Procurement
Procure 2 laptop and 1 desktop computers	WMD	x				-	-	44,000.00	-	X		WMD	Procurement
Procure 1 No. Pneumatic Mechanical Sweeper	WMD					-	-	1,600,000.00	-	X		WMD	Procurement
Provide Funds & logistics for Outbreak Inv’gt Mgt and the Control of Epidemic Diseases.	Metro wide	x	x	x	x	-	-	50,000.00	20,000.00	x		Health Dept.	ISD
Provide Health Facilities with Equip & Logistics	Metro wide	x	x	x	x	-	-	100,000.00	50,000.00	**X**		Health Dept.	Procurement
Procurement of computers and office equipment	Metro wide		x			-	-	7,800.00	-		X	SWCD	Procurement
Procure Twelve (12) Computers (2) laptops and (5) printers for Head office and Sub metros	Head office, sub metro		x	x	x	-	-	390,000.00	-		**X**	Finance Dept.	Admin
Organize training on financial reporting	Head Office		x	x		-	-	39,000.00	-		x	Finance Dept.	C.A.G. D
Procure furniture for Head office and sub metros finance	Head Office,		x	x	x	-	-	390,000.00	-		**x**	Finance Dept.	Admin, Procurement
Procure a new minibus for revenue mobilization	Head Office		x	x	x	-	-	800,000.00	-		**x**	Finance Dept.	Admin, Transport
Organize reporting Training for Chief Cashier, Expenditure and Revenue Accountant	Head Office		x	x	x	-	-	30,420.00	-		**x**	Finance Dept.	Admin
Organize 10 days hands on training on IT Audit and Annual Audit Conference	Metro wide		x	x		-	-	30,000.00	-	X		Internal Audit	Admin, finance, sub-metros
Organize two (2) days refresher training on the use of GIFMIS accounting software for (28) Accounting officers	Head Office		x	x		-	-	35,100.00	-		**x**	Finance Dept.	Admin, HR

Projects	**Location**	**Timeframe 2027**				**Cost**				**Project status**		**Implementing Inst/dept**	
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Other**	**New**	**Ongoing**	**Lead**	**Collaboration**
Programme: Co-ordination, Monitoring, Evaluation and Learning Programme													
Conduct quarterly mon. and supervision visits within health facilities to identify gaps in service delivery & carryout onsite coaching & mentoring on maternal and Child Health and epidemic diseases	Metro wide	X	X	X	X	-	-	17,500.00	-		X	Health Dept.	Admin
Monitoring and evaluation of projects and programmes	Metro wide		X		X	-	-	5,600.00	-		X	SWCD	Admin
Monitoring of the deployment of bills to the rate payers	Head Office	X	X	X		-	-	39,000.00	-		x	Finance Dept.	MIS/budget
Monitoring of the Revenue collection	Metro wide	X	X	X	X	-	-	468,000.00	-		x	Finance Dept.	Internal Audit, Budget
Organise four (4) quarterly monitoring of field activities by Metro Director to evaluate level of achievement of projects.	All 3 sub metros	X	x	x	x	-	50,000	20,000	-		x	Dev, pln	MPCU
Objective: By 2029, increase access to quality education, health and social welfare services by at least 30% through improved infrastructure and outreach programmes; By 2028, implement targeted social protection and empowerment programmes to ensure at least 70% of vulnerable groups benefit from inclusive services													
Programme: Vulnerability, Social and Child Protection Programme													
School & community sensitization on social protection issues & gender-based violence	Metro wide	X	X	X	X	10,910.00	-	24,000.00	19,000.00		X	SWCD	MHS, MED, RTI, UNICEF, NGO
Organize Youth and women empowerment programmes	Metro wide	X		X		5,850.00	-	17,500.00	-		X	SWCD	YEA, MHS, NGO, Private Org.
Organise Gender empowerment programmes for boys and girls	Metro wide		X		X	-	-	19,800.00	-		X	SWCD	MHS, NGO
Rehabilitation of persons with disabilities (PWD)	Metro wide	X	X	X	X	-	-	-	200,000.00		X	SWCD	GFD, NCPD, Assembly members, NGOs
Registration of vulnerable groups	Metro wide	X	X	X	X	-	-	1,200.00	8,000.00		X	SWCD	NHIS, LEAP Sec., UNICEF, NGO
Child rights promotion and protection	Metro wide	X	X	X	X	1,100.00	-	4,500.00	8,000.00		X	SWCD	UNICEF, DOVVSU, MHS, NGO
Programme: Water, Environmental Health and Sanitation Programme													
Environmental Protection and Standard Enforcement	Metro wide	X	X	X	X	732,730.0 0	184,734.00	151,386.00	170,000.00		X	MPHD	Admin
Food, Water, Drug Safety and Hygiene	Metro wide	X	X	X	X	749,800.0 0	400,000.00	167,330.00	66,600.00		X	MPHD	Admin
Public Health Education and Information	Metro wide	X	X	X	X	1,120,000. 00	72,000.00	300,000.00	137,330.00		X	MPHD	Admin
Programme: Education Improvement Programme													
Construct and Complete of 3-Storey (18) Unit Classroom Block Ancillary Facilities	Nanka Bruce	X	X	X		10,000,00 0.00	-	-	-		X	Metro Education	MWD

Projects	Location	Timeframe 2027				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Construction of 3-Storey (18) Unit Classroom Block ancillary facilities	Old Fadama	X	X	X		10,000,00 0.00	-	-	-		X	Metro Education	MWD
Renovation of Educational facilities (public Schools)	Metro wide	X	X	X	X	-	-	-	-	X		Metro Education	MWD
Supply of classroom furniture to replace broken furniture	Metro Wide	X	X	X	X	-	-	300,000.00	-	X		MWD	Metro Education
Participate in all Cultural and Tourism Festivals	Metro wide	x	x	x	x	-	-	30,000.00	-	X		Culture & Tourism unit	Admin
GA Quiz Competition for Basic Schools.	Metro wide	x	x	x	x	-	-	10,000.00	-		x	Culture & Tourism unit	Education
Observe International Mother Tongue Day	Metro wide	x			x	-	-	5,000.00	-	x		Culture & Tourism unit	Education, PRO
Implement Metro level Ghana Teacher Prize Award for deserving staff	Metro wide	X		X		10,600.0 0	-	35,510.00	55,650.00		X	Metro Edu. Office/	HRMD
Establishment of Adolescent Rep Health & Infectious Diseases c'ttees to support Basic and Second Cycle SHEP initiatives	Metro wide	X	X	X	X	-	-	7,791.00	11,130.00		X	Accra Metro Edu. Office	/SHEP
Organize my First Day at school throughout all schools in the Accra Metropolis	Selected KG schools			X		49,799.9 1	-	-	-	X		Accra Metro Edu. Office/ Supervision	AMA
Provide Science Consumables and other Teaching learning Materials Pre-Tertiary Schools	Metro wide	X	X			5, 565.00	89,040.0 0	-	11,130.00		X	Accra Metro Edu.	Procurement
Implement INSET and Continuous Teacher Professional Development programme at Basic Schools	Metro wide	X	X	X	X	-	93,436.3 5	-	-		X	Accra Metro Edu. Office/	HRMD
Organize Management training for line officers, School Improvement Support officers and other key officers	Metro Educ. Office	X	X			11,130.00	-	-	-	X		Accra Metro Edu. Office/	HRMD
Implement SHEP programme i.e. Sanitation, environmental and safety system in schools	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo Kaneshie	X	X	X	X	25,517.38	26,500.0 0	-	-	X		Accra Metro Edu. Office/	SHEP
Provide school furniture to 20 basic schools in the directorate	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo Kaneshie		X	X		742,000.00	-	-	-	X		Edu. Office	Works

Projects	Location	Timeframe 2027				Cost				Project status		Implementing Inst/dept	
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Other**	**New**	**Ongoing**	**Lead**	**Collaboration**
Organize and implement guidance and counselling activities (Provide Training for In-school Guidance and Counselling Officers)	Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo Kaneshie	X	X	X	X	22,037.40	5,830.00	-	-	X		Accra Metro Edu. Office/	GNC
Organize an orientation for newly trained Teachers and schedule officers	Accra Metro Office	X	X	X	X	27,295	-	31,800.00	-	X		Accra Metro Edu. Office/	HRMD
Organise Teachers Durbar in all circuits in the directorates	Accra Metro Office				X	21,200	-	-	--	X		Accra Metro Edu. Office/	HRMD
Conduct Regular inspection and ensure proper functioning of SMC/PTAs and school boards and disseminate report timely	Metro Metro Office	X	X	X	X	74,200	-	-	-	X		Metro Edu. Office/ Supervision	Central Admin
Organize and implement special education activities for special need children	Office Metro Office	X	X	X	X	15,900	-	15,900.00	-	X		Accra Metro Edu. Office/ SPED	Central Admin
Organize and implement ICT and BDT activities	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo Kaneshie	X	X	X	X	16,562.50	-	-	-	X		Accra Metro Edu. Office/ ICT&BDT	AMA
Organize Workshop for Heads of Basic Schools on school management efficiency.	Metro Educ. Office			X		17,797.40	-	26,500.00	5,300.00	X		Accra Metro Edu. Office/	AUDIT/ Finance /BUDGET
Broaden Education Planning and Supervision activities	Accra Metro Educ.			X	X	21,730	-	-	-	X		Accra Metro Edu. Office	EMIS BUDGET
Organise Basic school festival of Arts and culture	Metro Office				X	27,507	-	-	-	X		Accra Metro Edu. Office/	Culture Music
Organize a budget briefing for 73 basic school Heads and 5 accountants of second cycle school in the metropolis	Accra Metro Educ.	X				21,200	-	-	-	X		Accra Metro Edu. Office/	BUDGET
Organize a capacity Building workshop for GALOP and Non GALOP school Heads on SPIP preparation	Accra Metro Educ.			X		21,200.00	-	15,900.00	5,300.00		X	Accra Metro Edu. Office/	BUDGET
Organize a school performance appraisal meeting for Basic Schools	Accra Metro Educ		X			27,030.00	-	10,600.00	-	X		Accra Metro Edu. Office	EMIS

Projects	Location	Timeframe 2027				Cost				Project status		Implementing Inst/dept	
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Other**	**New**	**Ongoing**	**Lead**	**Collaboration**
Provide basic schools with storage facilities for books and other teaching and learning materials (cupboard)	Accra Metro Educ Officee	X				13.480.5 0	-	-	-	X		Accra Metro Edu. Office	AMA
Organize STIME camp for selected science and math students and teachers in basic schools	Accra Metro Educ	X				59,964.2 0	-	-	-	X		Accra Metro Edu. Office	/STME
Support the Metro office with office materials and consumables (laptop, stationery, tonner)	Educ. Directorate	X				67,654.5 0	-	-	-	X		Metro Edu. Office/	BUD GET/ACC
Provide facilities for harvesting water in 15 Basic schools (Tanks & Spouts)	15 basic schools	X	X	X	X	79,500	-	-	-	X		Metro Edu. Office	Works
Implement Girl Child activities	Educ. Directorate	X	X	X	X	27,030	-	10,600.00	-	X		Metro Edu. Office	SW&CD
Organize and conduct an instructional leadership training for all Heads of basic schools in the metro	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo Kaneshie			X	X	28,397.4 0	-	-	-	X		Accra Metro Edu. Office/ SUPERVISI ON	HRMD/
Conduct Independence Day celebrations	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo Kaneshie	X				43,142.0 0	-	21,200.00	-	X		Accra Metro Edu. Office/	School culture Coordinator
Provide gender friendly sanitary facilities in 20 basic schools.	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo Kaneshie	X	X	X	X	63,600	-	-	-	X		Accra Metro Edu. Office/SHEP	SW &CD Public health Health directorate
Implement stake- holder engagement meetings in school communities on issues relating to health, improving learning outcomes and community support for schools	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo Kaneshie	X		X		28,885	-	-	-	X		Accra Metro Edu. Office	Health
Organise a Metro wide Exams for JHS final year students, Basic 6,4 and 2 pupils	Basic schools		X			63,600	-	-	-	X		Accra Metro Edu. Office/Exam	GES

Projects	Location	Timeframe 2027				Cost				Project status		Implementing Inst/dept	
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Other**	**New**	**Ongoing**	**Lead**	**Collaboration**
Rehabilitate 10 public basic school buildings	Public Basic schools	X	X	X	X	530,000	-	-	-	X		Accra Metro Edu. Office	Works
Monitoring/Assessing the implementation of the Standard based curriculum in the basic schools.	Public Basic schools	X		X	X	21,200	-	18,285	-	X		Accra Metro Edu. Office	Works
Maintenance of Office Building, equipment, fitting and fixtures	Educ. Directorate	X	X	X	X	-	-	42,400.00	-	21,600.00	X	Accra Metro Edu. Office	Works Estate
Maintenance of Vehicle and running cost	Accra Metro Educ.	X	X	X	X	-	-	36,570.00	-		X	Accra Metro Edu. Office	Transport
Organise a Metro wide Mock Exams for JHS final year students	Metro wide			X	X	-	-	50,880.00	-	53,000.0 0	X	Accra Metro Edu. Office	Admin
Promote the teaching of GA Language in all Basic Schools within the	Metro Wide	X	X	X	X	-	-	10,600. 00	-			Accra Metro Edu. Office	GES
Programme: Youth and Sports Development													
Organise a 2-day games in soccer, netball, volleyball in basic schools	Metro wide		X			32,054.4 0	-	31,800	-	X		Sports	Accra Metro Edu. Office/
Organise inter circuits athletics competition at El-wak Stadium	El-wak Stadium		X			31,927.2 0	-	-	-	X		Sports	Accra Metro Edu. Office/
Organise inter circuits KG games competition	All circuits		X			23,616.8 0	-	-	-	X		Sports	Accra Metro Edu. Office/
Programme: Health Improvement Programme													
Develop and produce education materials on comprehensive health care concerns including mental health care	Metro wide	X	X	X		-	-	10,000.00	-	X		Health Dept.	GHS
Reconstruction of 4-storey medical block for PML Hospital	Ashiedu Keteke	X	X	X	X	35,000,00 0.00	-	-	-	X		Ministry of Health	MWD
Construction 3-storey Health facility for Ussher Polyclinic	James-Town,	X	X	X	X	8,500,000. 00	-	-	-	X		Ministry of Health	MWD
Develop and Disseminate Emergency Preparedness and Response Plans for Priority Disease Outbreaks in Accra Metro	Metro wide	X	X			-	-	10,000.00	-		X	Health Dept.	GHS
Undertake localized SBCC activities with identified local groups example market women, Drivers, artisans etc.	Metro wide	X	X	X	X	-	-	10,000.00	-		X	Health Dept.	GHS
Upgrade and revamp Adolescent Health Services in Ussher Hospital	Ashiedu Keteke Sub metro	X	X	X	X	-	-	40,000.00	20,000.00		x	Health Dept.	MWD
Upgrade Kaneshie Polyclinic to a Hospital	Okaikoi south	X	X	X	X	-	-	-	-	x		Health Dept.	GHS

Projects	Location	Timeframe 2027				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Create and establish wellness cervical cancer screening and treatment centre in one of the government facilities in the metro	Metro wide	X	X	X	X	-	-	60,000.00	20,000.00 3,050.00		x	Health Dept.	MPs, Assembly members, key stakeholders
Support and Create awareness on the need to prevent HIV/AIDS activities-campaign, non-communicable diseases, diabetes and hypertension	Metro wide	X	X	X	X	25,000.00	-	10,000.00	-		X	Health Dept.	Admin, ISD, NCCE
To vaccinate 1200 dog and 200 cats against rabies	Metro wide	X				-	-	5,000.00			x	Agric	Vet nary services
Sub Total						123,192,681.13	309,806.35	47,075,324	445,810,432				
Total						**616,388,243.48**							

Table 6.3 Annual Action Plan - 2028

Projects	Location	Timeframe 2028				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
ECONOMIC DEVELOPMENT													
Objective: To stimulate local enterprise development and investment by 60% in the metropolis by 2029, To enhance market infrastructure to support economic growth by 50% by the end of 2029,													
Programme: Agriculture Modernization and Post-harvest Management													
Train 25 poultry farmers on disease prevention and control	Head office			x		-	-	4000	-		X	Agric	Budget finance
To demonstrate to 60 market women on post-harvest handling of food produce	Makola , Tuesday Market women		x			-	-	25000	-		X	Agric	Budget finance
Raise & establish 1000 vegetable and fruit seedlings to promote school & home gardening.	3 sub-metros		x			-	-	-	25,000		X	Agric	Beneficiary schools
Train 25 poultry farmers on biosecurity measures in poultry production	City hall			x		-	-	-	4,000		X	Agric	Finance Farmers
Carry out at least 240 home and farm visits to educate and provide technical advice to farmers, assess their needs and challenges.	All three sub metros	x	x	x	x	-	-	-	30,000		X	Agric	Finance budget
To train 30 home gardeners on basic gardening skills, crop selection and sustainable practices.	City hall				X	-	-	-	4000		X	Agric	HR
Programme: Financial Management													
Deployment of bills to rate payers	Metro wide	X				-	-	300,000	-	X		Finance Department	MIS/Budget
Institute monthly revenue review and strategy development meeting	Head office	X	X	X	X	-	-	90,000	-	X		Finance Department	Central Administration
Organize two (2) days fresher training on the use of GIFMIS accounting software for (28) accounting officers	Head office		X	X		-	-	27,000	-	X		Finance Department	Central Administration/ HR
Organize report training for chief cashier, expenditure and revenue accountants	Head office		X	X		-	-	23,400	-	X		Finance Department	Central Administration
Organize two weeks public sensitization programme	3 sub-metros		X	X		-	-	25,000	-	X		Revenue unit	Finance Department
Organize quarterly enforcement of revenue collection	Metro wide		X	X	X	-	-	400,000	-	X		Revenue unit	Finance/Metro security
Organize training on financial reporting	Head office		X	X	X	-	-	30,000	-	X		Finance Department	CAGD Head office

Projects	Location	Timeframe 2028				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Programme: Local Economic Development													
Sensitizing 100 food consumers on food grading, standardization, packaging and labelling	Selected Market		X			-	-	-	9000	x		Agric	Public Health
Collect and analyse 48 weekly market data on food commodity prices and daily commodity movement	Kwasia market				X	-	-	-	-		X	Agric	AMA
Carry out surveillance and biosecurity on livestock and poultry	3 sub-metros	X	X	X	X	-	-	15,000	-		X	Agric	AMA
Celebrate the regional and district festivals of arts and culture	Regional			X		-	-	15,000	-	X	X	Culture and Tourism Unit	Admin
Support the celebration of Heritage Month (Ghana Month)	Metro wide	X				-	-	25,000	-	X		Culture and Tourism	Administration
Organize art and craft skills training workshop for the unemployed youth	Metro wide		X	X		-	-	40, 000	-	X	X	Culture and Tourism Unit	Social Welfare and Comm Development
Redevelopment of Makola market	Ashiedu keteke	X	X	X	X	-	-	-	60,000,000.		X	Consultant	MWD
Redevelopment of Rawlings park	Ashiedu keteke	X	X	X	X	-	-	-	85,000,000		X	Consultant	MWD
ENVIRONMENT AND HUMAN SETTLEMENT DEVELOPMENT													
Objective: To align 80% infrastructure delivery with spatial development framework by the end of 2029, To enhance 90% resilience to climate change and natural hazards, To achieve 90% spatial and land-use planning integration by 2029													
Programme: Climate Change and Environmental Sustainability													
Support the implementation of the Accra Climate Action Plan (2026-2035)	Metro wide	X	x	X	x	-	-	50,000.00	1,000,000	X		RU	MPCU
Support the Implementation of Accra Air Quality Action Plan	3 sub metros	X	x	X	x	-	-	50,000.00	1,000,000		x	MPHD	MPCU
Construct, operate, manage and monitor Waste to energy plant	Mortuary road IRECOP	X	X	X	X	-	-	600,000.00	-		x	WMD	COMSA, Works
Desilt secondary and tertiary community drains	Metro wide	X	X	X	X	-	-	3,996,400	-		x	WMD	Admin
Programme: Transport Infrastructure and Safety Management													
Rehabilitation of dilapidated projects	Metro Wide	X	X	X	X	10,250,225.05	-	-	-	x		Metro Roads	Urban Roads
Construction of Drains in the Metropolis	Metro Wide	X	X	X	X	6,750,000	-	-	-	x		Metro Roads	Urban Roads
Resealing/Construction of Access Road in the Metropolis	Metro Wide	X	X	X	X	10,000,000.00	-	-	-	x		Metro Roads Dept.	Urban Roads

Projects	Location	Timeframe 2028				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Protection of Right of way/Construction of walkways to improve pedestrian Safety (Safe Walk to School)	Metro Wide	X	X	X	X	2,500,000.00	-	-	-	x		Metro Roads Dept.	Urban Roads
Construction/ Maintenance of Speed Humps to Control Speed on access Road to School Areas	Metro Wide	X	X	X	X	3,000,000.00	-	-	-	x		Metro Roads Dept.	Urban Roads
Intersections Improvement within the communities	3 sub Metro	X	X	X	X	3,000,000	-	-	-	x		Metro Roads	Urban Roads
Asphaltic Overlay on Access Roads on some selected roads	Metro Wide	X	X	X	X	10,000,000.00	-	-	-	x		Metro Roads Dept.	Urban Roads
Demolition of unauthorized structures & structures on water ways	Metro wide	X	X	X	X	-	-	85,000	-	X		Works	PPD Sub-Metros
Improve Road Safety (Road Line Marking, Provision of Zebra Crossing and Road Furniture	Metro Wide	X	X	X	X	2,500,000.00	-	2,000,000.00	-	x		Metro Roads Dept.	Urban Roads / AMA
Installation and Maintenance of Streetlights	Metro wide		X	X	X	-	-	100,000.00	-	X		Roads	Works DUR
Demolition of dilapidated structures	Metro wide	X	X	X	X	-	-	100,000.00	-		X	Works	Sec Sub-Metros
Programme: Spatial Development													
Improve spatial planning awareness Campaign	3 Sub metros	X	X	x	x	-	-	150,000	-		x	PPD	AMA Works Dept
Establish a G.I.S. unit including a workstation	PDD office	X				-	-	266,750.00	-	x		PDD	AMA
Planting of ornamental trees and other assorted plants at open spaces, provide to support green Ghana in ecosystem restoration and environmental sustainability and protection agenda	Schools, open spaces	X	X	X		40000	-	50000	-		x	Parks &Gardens	Spatial Plan, A.M. A
Landscape Beautification maintenance of Prestige Gardens into a properly standard garden for beautification, revenue generation, enhance the quality of air and also mitigate against Climate Change Effect.	Mayor Bung. City Hall gardens, Ga Trad. Council	X	X	X		30000	-	120000	-		x	Parks &Gardens	Spatial Plan, A.M. A
Complete Street naming and Property Address System	Metro wide	X	X	x	x		-	10,555,000	-		x	PDD	AMA
Prepare District Spatial Plans	Metro wide	X	X	x	x		-	300,0000	155,000	x		PDD	LUSPA

Projects	Location	Timeframe 2028				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Maintenance of Open Spaces, road medians, road islands, Tree pruning and landscape areas.	Metro wide	X	X	X		40000	-	80000	-		x	Parks &Gardens	Spatial Plan, A.M. A
Public Education on Green Environment and the benefits derived from ensuring that our communities, workplaces, are Green	Metro wide	X	X	X	X	30,000	-	20,000	-		x	Parks &Gardens	Spatial Plan, A.M. A
Update one local plan in each sub metro	3 Metro wide	X	X	x	x	-	-	120,000	-		x	PDD	LUSPA
GOVERNANCE AND INSTITUTIONAL DEVELOPMENT													
Objective: By 2029, digitize at least 80% of the Assembly's administrative processes to streamline decision-making and service delivery; By 2028, institutionalize a performance appraisal system and quarterly accountability forums across all departments, achieving at least 90% compliance with reporting standards													
Programme: Governance, Accountability and Public Safety Improvement													
Undertake 40 days Internally Generated Funds (IGF) audit	Metro wide	X	X	X	X	-	-	10,000	-	**x**		Internal Audit	Central Admin Finance/ Sub Metro
Conduct 10 days Cash Management Audit	Metro wide	X	X	X	X	-	-	7,000.00	-	**x**		Internal Audit	Finance/ Sub Metro
Implement Electoral Area Project for 2026	Electoral Areas		X	X	X		-	500,000.00	-	x		Works	Hon. Assembly Members
Construction and completion of 4-Storey Community Center	Chorkor Obeweku, ABS	X	X	X	X	2,250,000	-	-	-		x	MWD	SW&CD
Conduct 10 days payroll audit	Metro wide			X		-	-	5,000.00	-		x	Internal Audit	Finance/ Sub Metro
Perform 13 days Transport and Fuel Management Audit	Metro wide	X	X	X	X	-	-	9,000.00	-		x	Internal Audit	Finance/ Sub Metro
Carry out 10 days Procurement Audit	Metro wide			X		-	-	9,000.00	-		x	Internal Audit	Finance
Carryout 10 days audit of the funds from Developmental Agencies	Metro wide			X		-	-	9,500.00	-		x	Internal Audit	Central Admin/ Finance/ Sub Metro
Conduct a 10 day special assignment and investigation audit	Metro wide				X	-	-	12,000.00	-	x		Internal Audit	Finance/ Sub Metro
Conduct 10 days Irregularities and Follow up audits	Metro wide		X	X	X	-	-	10,000.00	-		x	Internal Audit	Finance/ Sub Metro
Conduct 4 days audit of the District Assemblies Common Fund	Head Office				X	-	-	8,000.00	-		x	Internal Audit	Finance/ Sub Metro
Maintenance of Office buildings (Sub Metros)	AS Sub Metro		X	X		-	-	250,000.00	-		x	Metro Works Dept	Estate Unit
Renovation of Staff	City Corner,	X	X	X		-	-	400,000.00	-	x		Metro	Estate Unit

Projects	Location	Timeframe 2028				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Bungalows (Budget & Waste)												Works Dept	
Renovation of AMA Old Head Office (Phase I)	Ashiedu Keteke	X	X	X		-	-	800,000.00	-		X	MWD	Admin
Printing and issuing commercial vehicle licences permits and staff ID cards	AMA office	X	X	X	X	-	-	25000	-		x	MIS	Comm. Vehicle licensing unit
Maintenance of Office Building, equipment, fitting and fixtures	Educ. Directorate			X	X	-	40,000.00	20,000.00	-		X	Works	Educ. Directorate
Maintenance of Vehicle and running cost	Metro Education	.		X	X	-	34,500.00		-		X	Transport	Education
Maintain and Rehabilitate WMD office building	WMD	X	X	X	X	-	-	1,820,000	-		X	WMD	Admin WD
Servicing and monitoring of IT gadgets like CCTV cameras, laptops, Desktop, Printers, Access Controls, Projectors and PA systems.	ALL AMA OFFICES	X	X	X	X	-	-	35000	-		x	MIS	Linktell business syst Mis
Maintain and Rehabilitate WMD office building	WMD	X	X	X	X	-	-	1,820,000	-		X	WMD	Admin WD
Website restructuring for revenue generation and more digitisation for records and revenue by the use of the smart workplace and Assembly revenue platform.	Accra metro		X	X		-	-	30000	-		x	MIS	Akorsetec Company Omnis Strategies, Sidney K. Enterprise. Smart infraco
Procure 2 pick-up vehicles for monitoring exercises	WMD	X				-	-	1,600,000	-	x		Procurement	Admin
Organize quarterly meetings of Executive Committee	head office	X	X	X	X	-	-	96,000.00	-	x		Admin	Admin
Organize quarterly meetings of General Assembly	head office	X	X	X	X	-	-	360,000	-	x		Admin	Central admin
Organize Audit Committee Meetings	head office	X	X	X	X	-	-	100,000	-	x		Admin	Central admin
Organize Metro Security Meetings	head office	X	X	X	X	-	-		240,000	x		Admin	Central admin
Procurement of 3 No. Double Axle Compaction Truck	WMD	X				-	-	2,400,000	12,000,000		X	Procurement	Admin
Development of waste data system	WMD	X				-	-	100,750	330,000	X		WMD	Statistics
Construct Buyback	WMD	X	X	X		-	-	240,000	-		X	WMD	Works
Procurement of 8 No. galvanized skip containers	MWD	X	x			-	-	30,000	-	X		WMD	Procurement
Organize monthly meetings of Sub Committees	head office	x	x	x	x	-	126000	-	-		X	Admin	Central admin/PRCC

Projects	Location	Timeframe 2028				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Procure 12 Computers (2) laptops and (5) printers for Head office and Sub metros	Head Office/Sub metros		x	x	x	-	-	300,000.00	-	X		Procurement	Finance Central Administration
Repair and service two vehicles for revenue mobilisation	Head Office		x	x	x	-	-	120,000	-	X		Finance Department	Finance/ Central Adm/ Transport
Organize 12 Accra Metro Spatial Planning Committee Meeting.)	Head office		x	x	x	-	-	300,000	-	X		Central Admin	finance Depart
Procure furniture for Head office and sub metros finance	Head office		x	x	x	-	-	300,000	-	X		Central Admin	finance Depart
Organize Emergency meetings	head office	x	x	x	x	-	-		200000	x		Admin	Central admin
Hazards identification & early warning systems	Metro wide	x	x	x	x	-	-	15,000.00	-		x	NADMO	ISD, PRO,3 Sub-metros
Inspection of fire hydrant and fire extinguishers within catchment area	Metro wide	x	x	x	x	-	-	15,000.00	-		x	NADMO	Fire service
Sensitization and awareness raising of disaster mgt in the communities	Metro wide	x	x	x	x	-	-	15,000.00	-		x	NADMO	ISD PRO
Procure 2no Toyota Pickups	MPHD		x			920,000	-	570,000	-	x		MPHD	Central Admin
Public education on causes of flood disaster and mitigation	Metro wide	x	x	x	x	-	-	15,000.00	-		x	MPHDASK	NADMO Sub-Metros, ISD, Ass. Mem, DVGs, ECG,
Announcement on clean up exercise	3 sub-metros	x	x	x	x	-	-	-	4,000		X	ISD	PRO
Organize quarterly meetings of Public Relations & Complaints Committee	AMA head office	x	x	x	x	-	-	-	30,000	x		Admin	PRCC
Organize Public sensitization on sanitation	3 sub-metros	x	x	x	x	-	-	-	30,000		X	ISD	Metro Public Health
Organize one-day public campaign programme on Business Operating Permit	3 sub-metros	x	x	x	x	-	-	-	31,000		X	Metro Information Services	Revenue Unit
Organize one-day Town Hall Meeting	3 sub-metros	x	x	x	x	-	-	-	35,000		X	ISD	MPPD
Organize one-day Public Education Campaign on property rate and market toll	3 sub-metros	x	x	x	x	-	-	-	35,000		X	Metro Information Services	Revenue Unit
Sensitisation on future occurrence (outbreak) and government /A.M. A policies	3 sub-metros	x	x	x	x	-	-	-	23,000		X	Metro Information Services	Heal th
Organize Management meetings	head office	x	x	x	x	-	-	-	60,000	x		Admin	Central admin

Projects	Location	Timeframe 2028				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Public education on causes of fire disaster in public places, markets and schools	Metro wide	x	x	x	x	-	-	15,000.00	-		x	NADMO	NCCE
Organise Budget Committee for Mid-year Review	Head office	x	x	x	x	-	-	30,000.00	-		x	B&R	Sub metros
Stakeholder consultative meeting on digitalisation in the 3 Sub-Metros	Identified location	**x**	**x**	**x**	**x**	-	-	150,000	-		**x**	B&R	Sub metros
Organise 6No Budget Committee Meeting	Head office	x	x	x	x	-	-	120,000.00	-		x	B&R	Sub metros
Support organisation of F&A, Joint Committee meeting and EXECO for consideration of FFR and Mid-year Review	Head office	x	x	x	x	-	-	80,000.00	-		x	B&R	Administration
Organise 3 No Public Hearing on FFR and Budget Estimate	Identified location	x	x	x	x	-	-	95,500.00	-		x	B&R	Finance revenue
Organise a 3 day Departmental Budget Hearing	Identified location	x	x	x	x	-	-	60,000.00	-		x	B&R	Dept/units heads
Undertake 4 no. Community Stakeholders' meetings	Metro Wide	x	x	x	x	-	25,000		-	x		Plg Unit	Central Admin
Organize review meetings on the 2025 AAP, ACAP and prepare 2026 AAP & ACAP	Head/ o l d Office Sub metros		x	x		-	-	50,000	-	x		Plg Unit	MPCU Resilient unit
Organize 4 MPCU meetings	Head office	x	x	x	x	-	-	28,000	-		x	Dev't Planning	MPCU
Undertake Budget M&E, Reporting and Accounting	Head/ o l d Office Sub metros	x	x	x	x	40,000	-	-	-		x	B&R	Budget Committee
On board Properties and Businesses in the 3 Sub Metros		x	x	x	x	-	-	-	-		x	B&R	Sub metros
Organise a 2- Day Fee Fixing Technical Committee Meeting	Head office	x	x	x	x	-	-	35,040.00	-		x	B&R	Revenue
Undertake 40 days Internally Generated Funds (IGF) audit	Metro wide	x	x	x	x	-	-	10,000.00	-	X		Internal Audit	Central Admin Finance/ Sub-Metros
Perform 13 days Transport and Fuel Management Audit	Metro wide	x	x	x	x	-	-	9,000.00	-	X		Internal Audit	Finance/ Sub Metros
Prepare Annual and Quarterly Progress Report	Head Office	x	x	x	x	-	-	1,000.00	-		x	Dev. Pln	MPCU
Organize 8No. MPCU & Review meetings on quarterly basis.	Head Office	x	x	x	x	-	-	12,000.00	-		x	Dev. Pln	MPCU Members
Review and Prepare Annual Action Plans	Head Office	x	x	x	x	-	-	8,000.00	-		x	Dev. Pln	MPCU Members
Conduct 4 days audit of the District Assemblies Common Fund	Head Office				x	-	-	8,000.00	-	X		Internal Audit	Central Admin/ Finance

Projects	Location	Timeframe 2028				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Carry out 10 days Procurement Audit	Metro wide			X		-	-	9,000.00	-	X		Internal Audit	Central Admin/ Finance
Conduct a 5 day Project Audit	Metro wide			X	X	-	-	5,000	-	X		Internal Audit	Central Admin/ Finance/ Sub-Metros
Conduct 10 day special assignment and investigation audit	Metro wide				X	-	-	12,000.00	-	X		Internal Audit	Central Admin/ Finance/ Sub-Metros
Conduct 10 days Irregularities and Follow up audits	Metro wide		X	X	X	-	-	10,000.00	-		X	Internal Audit	Central Admin/ Finance/ Sub Metro
Carryout 10 days audit of the funds from Developmental Agencies	Head Office			X		-	-	9,500.00	-	X		Internal Audit	Central Admin/ Finance
Organise Civic Education Clubs Activities	(3) Sub Metros	X	X	X	X	5,000	-	-	-		x	NCCE	Information
Voter Education on Limited Voter Registration, Voter Register Exhibition, and General Elections	three (3) Sub Metros	X	X	X	X	10, 000	-	-	-		x	NCCE	Sub-metro
Revenue Mobilization (Education on Tax Compliance, Tax Avoidance, Tax Evasion	three (3) Sub Metros	X	X	X	X	5,500	-	1,000,000.00	-	x		NCCE	Information
Organize one-day Public Education Campaign on property rate and market toll.	3 sub-metros	X	X	X	X	-	-	35000	-		X	Metro Information Services	Revenue Mobilization Unit
Organize one-day public campaign programme on Business Operating Permit	3 sub-metros	X	X	X	X	-	-	31000	-		X	Metro Information Services	Revenue Mobilization Unit
Programme: Capacity Building and Productivity Improvement													
Organize 4 Quarterly Audit Committee meetings to deliberate on audit issues	Head Office	X	X	X	X	-	-	70,000.00	-		X	Internal Audit	Central Admin/ Finance/ Sub Metro
Organize a capacity Building workshop for GALOP and Non GALOP school Heads on SPIP preparation	Accra Metro Educ.			X		21,200.0 0	-	15,900.00	5,300.00		X	Accra Metro Edu. Office/	HR
Staff development	Metro wide		x	x		-	-	7000	-		x	SW&CD	Human Resource
Procurement of computers and office equipment	3 sub metros		X			-	-	**10000**	-		x	SW&CD	Procurement
Procure of office equipment printed materials,	3 sub metros	X	X	X	X	-	-	25140	-		X	WMD	Procurement
Procure 2 laptop and 1 desktop computers	3 sub metros	X				-	-	44000	-		X	WMD	Procurement

Projects	Location	Timeframe 2028				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Organize 10 days hands on training on Systems Audit and Annual Audit Conference	3 sub metros		X	X		-	-	15000		X		Internal Audit	Finance Dept./ IAA
Procure a new minibus for revenue mobilisation	3 sub metros		x	x	x	-	-	1040000	-			Finance	Central Adm Transport
Procurement of computers and office equipment	3 sub metros		x	x	x	-	-	10000	-		x	SW&CD	Procurement Unit
Procure furniture for Head office and sub metros finance	3 sub metros		x	x	x	-	-	390000	-			Finance Department	finance dep/ central adm.
Procure 12 Computers (2) laptops and (5) printers for Head office and Sub metros	Sub metros		X	X	X	-	-	390000	-		**x**	Metro Finance	Central Administration
Organize good record keeping training	Head office	x	x	x	x	-	-	50,000	-			RMU	HR
Developing the capacity of communities/DVG`s on disaster risk adaptation and reduction	Metro wide	x	x	x	x	-	-	15,000	-			NADMO	HR
Training on data protection and short courses on system administration	City hall		x		x	-	-	30,000	-	x		MIS	Administration
Participate in capacity building programmes	Head office	x	x	x	x	-	-	86,000	-		**x**	HR	Administration
Train 30 crop farmers on climate smart agricultural practices	Metro Office	x	x	x	x	-	-	4000	-	x		Agric	HR
Train staff on the implementation of the permitting process software (PPS) for processing development applications	Metro Office	x	X	x	x	-	-	131,600	-	x		PPD	HR
Support the Metro office with office materials & consumables (laptop, tonner, stationery)	Metro Educ. Directorate	X				63,825.00	-	-	-		**x**	Metro Edu. Office	BUD GET/ACC
Programme: Co-ordination, Monitoring, Evaluation and Learning													
Four quarterly monitoring of field activities to evaluate the level of achievement of projects.	All 3 sub metros	X	X	X	X	-	-	4000	-	x		Agric	MPCU
Monitor and evaluate Fee- and Performance Based Solid Waste Collection Service Contracts quarterly.	Metro wide	X	X	X	X	-	-	60,000	-		X	WMD	Admin
Monitoring of the Revenue collection	Metro Wide	X	X	X	X	-	-	468000	-		**x**	Finance Department	Internal Audit/ Budget

Projects	Location	Timeframe 2028				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Coordinate the implementation of all projects and programs (Physical, Nonphysical, Donor, Grant).	Metro Wide	X	X	X	X	-	20,000.00	1,000,000.00	-		x	PLG UNIT	All Dept./Units
Monitor and evaluate the implementation of all projects, programs	Metro Wide	X	X	X	X	-	-	25,000.00	-		x	PLG UNIT	MPCU
Coordinate, Monitor and Evaluate the implementation of physical project and prog (electoral area project, donor funded project-GARID)	Metro Wide	X	X	X	x	-	20,000	-	-	x		Plg Unit	MPCU
Organize review meetings on the 2025 AAP, ACAP and prepare 2026 AAP & ACAP	Head/ 0 l d Office Sub metros		X	X		-	-	100,000	-	x		Plg Unit	MPCU, RU
Organize Quarterly monitoring and supervision activities undertaken within health facilities three sub metros to identified gaps in service delivery	Metro Wide	x	x	x	x	8,500	4,000	2,900	-		X	Metro Health Service	AMA Central Administration
Quarterly monitoring of planned activities and government flagship programmes (1D1F/PERD)	All three Sub metros	x	x	x	x	-	16,400	-	-	X		Agric	MPCU
Monitoring of the deployment of bills to the rate payers	Head Office	X	X	X	X	-	-	39000	-		**x**	Finance Department	MIS
Undertake Budget M&E, Reporting and Accounting	Head/old Office	X	X	x	x	40000	-	-	-		**x**	B&R	Budget Committee
Supervision of 500 informal waste workers in waste management schemes.	Metro-wide	X	X	X	X	-	-	20000	-		X	WMD	Admin
Organise Budget Committee for Mid-year Review	Head office	x	x	x	x	-	-	30,000	-		x	B&R	Sub metros
Organise a 2- Day Fee Fixing Technical Committee Meeting	Head office	x	x	x	x	-	-	35,040	-		x	B&R	Revenue Finance
Organise 3 No Public Hearing on FFR and Budget Estimate	3 sub metros	x	x	x	x	-	-	95,500	-		x	B&R	Revenue Finance
Monitoring/Assessing the implementation of the Standard based curriculum in the basic schools.	Basic schools	x		x	x	20,000	-	-	17,250	x		Accra Metro Edu. Office	Accra Metro Edu. Office
Monitoring and evaluation of skills trained women, youth and PWDs	Metro wide		x		x	-	-	5,000	-		x	SWCD	MPCU

Projects	Location	Timeframe 2028				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Conduct quarterly mon and superv visits within health faci to identify gaps in service delivery and Carryout onsite coaching and mentoring on maternal and Child Health and Epidemic Diseases	3 sub metros	X	X	X	X	-	-	17,500	-		X	Health	MPCU
SOCIAL DEVELOPMENT													
Objective: By 2029, increase access to quality education, health and social welfare services by at least 30% through improved infrastructure and outreach programmes; By 2028, implement targeted social protection and empowerment programmes to ensure at least 70% of vulnerable groups benefit from inclusive services													
Programme: Vulnerability, Social and Child Protection Programme													
Rehabilitation of persons with disabilities (PWD)	Metro wide	x	X	x	x	-	-	-	200,000		x	SWCD	Works
School & community sensitization on social protection issues & gender based violence	Metro wide	x	X	x	X	9,920	-	21,500	19,000		X	SWCD	Education
Child rights protection and promotion	Metro wide	x	X	x	x	1000	-	4000	8000		X	SWCD	SWCD
Registration of vulnerable groups	Metro wide	x	X	x	x	-	-	1000	8000		x	SWCD	SWCD
Education Improvement													
Observe International Mother Tongue Day	Metro wide	x		x		-	-	5,000	-			Culture and Tourism	Education , PRO
Construct and completion of 2-storey 12 unit classroom block ancillary facilities for Mamprobi Sempe	Mamprobi ABS	x	x	x	x	3,000,000.00	-	-	-	x		Education	works
Construct 3-storey 18 unit classroom block ancillary facilities for Nanka Bruce	Korle Gonno	x	x	x	x	10,000,000.00	-	-	-	x		Education	works
Construct 3-storey 18 unit classroom block and 3 unit KG ancillary facilities at Ayalolo cluster	Ayalolo AKS	x	x	x	x	8,800,000.00	-	-	-		x	Education	works
Construct 3-storey 18 unit classroom block ancillary facilities for Avenor basic school	Avenor OKS	x	x	x	x	8,250,000.00	-	-	-		x	Education	works
Construct 4-storey 30 unit classroom block ancillary facilities such as; computer science lab, security post and washrooms	Sempe cluster of schools, James town	x	x	x	x	8,780,000.00	-	-	-		x	Education	works
Participate in the National festival for Arts and Cultural (NAFAC)	Metro wide				X	-	-	30,000	-		X	Culture and Tourism	Admin

Projects	Location	Timeframe 2028				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Conduct training for pre-school teachers and attendants	Metro wide	x	X	x	x	20,000	-	-	-	x		Education	HR
Conduct Regular inspection and ensure proper functioning of SMC/PTAs and school boards and disseminate report timely	Metro wide	x	X	x	X	74,200	-	-	-	X		Metro Edu. Office/ Supervision	AMA
Organize my First Day at school throughout all schools in the Accra Metropolis	KG schools			x		51,679.16	-	-	-	X		Accra Metro Edu.	Administration
Implement Metro level Ghana Teacher Prize Award for deserving staff	Metro wide	x		x		11,000.0 0	34,650.00	-	57,750.00		X	Accra Metro Edu.	HRMD
Establish't of Adolescent Rep Health & Infectious Diseases c'ttees to support Basic	Metro wide	x	x	x	x		8,085.00	11,550.00	-		X	Metro Edu. Office	/SHEP
Provide Science Consumables and other Teaching learning Materials Pre-Tertiary Schools	Metro wide	x	x			5, 775.00	92,400.00	-	11,550.00		X	Accra Metro Edu.	SHEP
Provide school furniture to 20 basic schools in the directorate	Metro wide		x	x		742,000.0 0	-	-	-	X		Metro Edu.	Works
Organize and implement guidance and counselling activities (Provide Training for In-school Guidance and Counselling Officers)	Metro wide	x	x	x	x	22,037.40	5,830.00	-	-	X		Metro Edu. Office/	GNC
Implement INSET and Continuous Teacher Professional Development programme at Basic Schools	Metro wide	x	x	x	x	-	96,962.25	-	-		X	Metro Edu. Office/	HRMD
Organize Management training for line officers, School Improvement Support officers and other key officers	Metro Educ. Office		x			11,550.00	-	-	-	X		Accra Metro Edu.	HRMD
Implement SHEP programme i.e. Sanitation, environmental and safety system in schools	Selected schools	x	x	x	x	25,517.38	26,500.00	-	-	X		Accra Metro Edu. Office	SHEP
Organize an orientation for newly trained Teachers and schedule officers	Accra Metro Office	x	x	x	x	27,295	-	31,800.00	-	X		Accra Metro Edu.	HRMD
Organize and conduct an instructional leadership training for all Heads of basic schools in the metro	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo Kaneshie			x	x	28,397.4 0	-	-	-	X		Accra Metro Edu. Office/	HRMD/

Projects	Location	Timeframe 2028				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Organize Workshop for Heads of Basic Schools on school management efficiency.	Metro Educ. Office			x		17,797.4 0	-	26,500.00	5,300.00	X		Accra Metro Edu.	AUDIT/ Finance /BUDGET
Organize and implement special education activities for special need children	Metro wide	X	X	x	X	15,900	-	15,900.00	-	X		Accra Metro Edu.	SHEP
Organise Teachers Durbar in all circuits in the directorates	Metro wide				X	21,200	-	-	-	X		Metro Edu. Office/	HRMD /
Organize and implement ICT and BDT activities	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo Kaneshie	X	X	x	X	16,562.5 0	-	-	-	X		Accra Metro Edu. Office/ ICT&BDT	AMA
Broaden Education Planning and Supervision activities	Metro Educ.			x	X	21,730	-	-	-	X		Metro Edu. Office	EMIS BUDGET
Organise a Metro wide Exams for JHS final year students, Basic 6, 4 and 2 pupils	Public Basic schools		x			63,600	-	-	-	X		Accra Metro Edu. Office/Exa m	GES
Organise Basic school festival of Arts and culture	**Public Basic schools**				X	27,507	-	-	-	X		Accra Metro Edu.	Culture Music
Organize a budget briefing for 73 basic school Heads and 5 accountants of second cycle school in the metropolis	Accra Metro Educ.	X				21,200	-	-	-	X		Accra Metro Edu. Office/	BUDGET
Provide basic schools with storage facilities for books and other teaching and learning materials (cupboard)	Accra Metro Educ.	X				13,480.5 0	-	-	-	X		Accra Metro Edu. Office	Admin
Organize STIME camp for selected science and math students and teachers in basic schools	Accra Metro Educ.	x				59,964.2 0	-	-	-	X		Metro Edu. Office/STM E	Admin
Organize a school performance appraisal meeting for Basic Schools	Accra Metro Educ.		x			27,030.0 0	-	10,600.00	-	X		Accra Metro Edu. Office/	EMIS
Support the Metro office with office materials & consumables (laptop, stationery, tonner)	Accra Metro Educ. Directorate	X				67,654.5 0	-	-	-	X		Accra Metro Edu. Office	BUD GET/ACC
Conduct Independence Day celebrations	Metro wide	X				43,142.0 0	-	21,200.00	-	X		Accra Metro Edu. Office	Culture e/School Coordinator

Projects	Location	Timeframe 2028				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Promote the teaching of GA Language in all Basic Schools within the	Metro Wide	X	X	x	X	-	-	10,600. 00	-		x	Metro Edu. Office	GES
Maintenance of Office Building, equipment, fitting and fixtures	Accra Metro	X	X	x	X	-	-	42,400.00	-	21,600	X	Metro Edu. Office	Estate works
Maintenance of Vehicle and running cost	Accra Metro	x	X	x	X	-	-	36,570.00	-		X	Metro Edu. Office	Transport
Organise a Metro wide Mock Exams for JHS final year students	Metro wide			x	X	-	-	50,880.00	-	53,000.00	X	Metro Edu. Office	GES
Provide gender friendly sanitary facilities in 20 basic schools.	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo Kaneshie	X	X	x	X	63,600	-	-	-	X		Accra Metro Edu. Office/SHEP	SW&CD
Rehabilitate 10 primary school buildings	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo Kaneshie	X	X	x	X	530,000	-	-	-	X		Accra Metro Edu. Office	Works
Provide facilities for harvesting water in 15 Basic schools (Tanks & Spouts)	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo Kaneshie	X	X	x	X	79,500	-	-	-	X		Accra Metro Edu. Office	Works
Implement Girl Child activities	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo Kaneshie	X	X	x	X	27,030	-	10,600.00	-		X	Accra Metro Edu. Office	SW&CD
Implement stakeholder engagement meetings in school communities on issues relating to health, improving learning outcomes and community support for schools	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo Kaneshie	X		x		28,885	-	-	-		X	Accra Metro Edu. Office	Administration

Projects	Location	Timeframe 2028				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Monitoring/Assessing the implementation of the Standard-based curriculum in the basic schools.	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo	X		x	X	21,200	-	18,285	-	X		Accra Metro Edu. Office	Administration
Renovation of Educational facilities (public Schools)	Metro wide	x	x	x	x	500000	-	300000	-	X		Metro Education	MWD
Supply of classroom furniture to replace broken furniture	Metro Wide	x	x	x	X	-	-	300000	200000	X		Metro Education	Metro Works Dept
Programme: Water, Environmental Health and Sanitation													
Supervision and monitoring of Zero Waste Street concept	Palace Street	x	x	x	x	-	-	20000	15000		X	WMD	Central Administration
Organize monthly National sanitation clean-up exercises	Metro-Wide	x	x	x	x	-	-	414000	-		X	WMD	Admin
Integrate 500 informal waste workers into AMA waste management scheme	Metro wide	x	x	x	x	-	-	87,500	-		x	WMD	Central Administration
Construct composite plant, operate, manage and monitor waste to energy plant	Mortuary road IRECOP	x	x	x	x	-	-	600,000	-	x		WMD	Central Administration
Desilt secondary and tertiary community drains	Metro wide	x	x	x	x	-	-	3,936,400	-		x	WMD	Central Administration
Pilot waste to biogas project	WMD	x	x	x	x	-	-	150,000	-		x		
Monitor the operations of the Fecal Sludge and Wastewater Treatment Plants	Mudor	x	x	x	x	-	-	10680	-		X	WMD	Admin
Inspect cesspool emptiers and register operators	WMD	x	x	x	x	-	-	17000	-		x	WMD	Central Administration
Undertake daily cleansing of Streets and Public open spaces.	Metro-Wide	x	x	x	x	-	-	234900	-		X	WMD	Central Administration
Operations and management of waste segregation and compost project in com & inst	ABS & ASK	x	x	x	x	-	-	120000	100000		X	WMD	Admin
Evacuate. approx. 90 metric tons of solid waste from public places (School, markets, lorry parks, etc) daily	Metro wide	x	x	x	x	-	-	669600	-		X	WMD	Central Administration
Environmental protection and standard enforcement	Metro wide	x	x	x	x	366,365	-	75,693	177,367			MPHD	Admin
Food, water, drug safety and hygiene	Metro wide	x	x	x	x	374,900	-	83,665	233,300		x	MPHD	Sub-metro
Maintenance and rehab. Of waste mgt equipment	WMD	x	x	x	X	-	-	430,000	-		x	WMD	Admin

Projects	Location	Timeframe 2028				Cost				Project status		Implementing Inst/dept	
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Other**	**New**	**Ongoing**	**Lead**	**Collaboration**
Withdraw 20% of communal containers at selected sanitary sites and implement door to door collection	Metro wide	x	x	x	X	-	-	18,000	-		x	WMD	Central Administration
Public health education and information	Metro wide	x	x	x	X	560,000	-	150,000.00	104,665.00		x	MPHD	Admin
Programme: Youth and Sports development													
Organise inter circuits athletics competition at El-wak Stadium	El-wak Stadium		X			31,927.20	-	-	-	X		Accra Metro Edu.	SPORTS
Organise a 2-day games in soccer, netball, volleyball in basic schools	√		X			32.054.40	-	31,800	-	X		Accra Metro Edu.	SPORTS
Organize youth empowerment programmes	Metro-Wide	X	X	X	X	5,300.00	-	16,000	-	X		SW&CD	Metro education
Organise gender empowerment programmes	Metro-Wide	X	X	X	X	-	-	18,000	-	X		SW&CD	Metro education
Organise inter circuits KG games competition	Metro-Wide	X	X	X	X	22,280.00	-	-	-	X		Sports	Metro education
Health Improvement Programme													
Continue the provision of essential Health Services including Integrated Disease Surveillance and Response Activities in Accra Metro	Accra Metro	x	x	x	x		-	20000	-		x	Metro Health Dept	GHS
Reconstruction of 4-storey medical block for PML Hospital	Ashiedu Keteke	X	X	X	X	35,000,000.00	-	-	-	X		Ministry of Health	AMA, Works Dept
Develop and produce education materials on comprehensive health care concerns including mental health care	Accra Metro	X	X	X			-	-	-		x	Metro Health Dept	GHS
Continue Rapid Response to Monkey pox Outbreak in Accra Metro	Accra Metro	X	X	X	X		-	-	-	x		Metro Health Dept	GHS
Renovate and revamp infrastructure of Makola Government Clinic	Accra Metro	X	X	X	X		-	100,000	100,000	x		MHD	Central Admin
Provide additional Wards for Mamprobi Hospital	Ablekuma South Sub	X	X	X			-	-	-	x		MHD	Works dept
Upgrade Kaneshie polyclinic to a hospital	Kaneshie	X	X	X	X		-	-	-	X		MHD	Works dept
Create and establish wellness Community clinics	Accra Metro	x	x	x	x	8500	-	5150	3050	x		MHD	Central Admin

Projects	Location	Timeframe 2028				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Conduct quarterly monitoring and supervision visits within health facilities to identify gaps in service delivery and Carryout onsite coaching and mentoring on maternal and Child Health and Epidemic Diseases	Accra Metro	x	x	x	x	-	-	17500	-		x	MHD	Central Admin
Undertake localized SBCC activities with identified local groups example market women, Drivers, artisans etc.	Accra Metro	X	X	X	X	-	-	-	-	X		MHD	Central Admin
Develop and produce education materials on comprehensive health care concerns including mental health care	Accra Metro	x	x	x		-	-	10000	5000	x		Metro Health Dept	GHS
Establish and intensify community pregnancy and nutrition clinics	Accra Metro	x	x	x	x	-	-	30000	10000		x	Metro Health Dept	GHS
Intensify and improve school health services	Accra Metro	x	x	x	x	-	-	30000	10000		x	MDoH	Works dept
Support and Create awareness on the need to prevent HIV/AIDS activities-campaign, noncommunicable diseases, hypertension and diabetes	Accra Metro	x	x	x	x	25000	-	10000	-		x	MHD	Central Admin, ISD, NCCE
Provide Health Facilities with Equip & Logistics	Accra Metro	x	x	x	x	100000	-	50000	-		x	MHD	Admin
To vaccinate 1200 dog and 200 cats against rabies	3 sub-metros	x					-	-	5,000		x	Agric	Vet nary clinic
Construction 3-storey Health block for Ussher Polyclinic	Jamestown, Ashiedu	x	x	x	x	8,400,000	-	-	-		x	Metro Health Dept	Works
Provide Funds & logistics for Outbreak Inv'gt Mgt and the Control of Epidemic Diseases	Accra metro	x	x	x	x	-	-	50,000	-		x	Metro Health Dept	Works
Const labour ward extension for Mamprobi hospital	Mamprobi ABS	x	x	x	x	680,000.00	-	-	-	x		Metro Health Dept	Works
Sub- Total						138,772,431.09	349,827.25	49,513,843	161,532				
Total						**350,526,633.34**							

Table 6.4 Annual Action Plan - 2029

Projects	Location	Timeframe 2029				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
ECONOMIC DEVELOPMENT													
Objective: To stimulate local enterprise development and investment by 60% in the metropolis by 2029, To enhance market infrastructure to support economic growth by 50% by the end of 2029													
Programme: Agriculture Modernization and Post-harvest Management													
Carry out surveillance and biosecurity on livestock and poultry by December 2029.	sub metros	X	X	X	X	-	-	20000	-		x	Agric	A.M.A
Train 30 poultry farmers on systematic record keeping and general farm management.	Office		X			-	-	5000	-		x	Agric	A.M.A
To train 30 crop farmers and home gardeners on the role of organic fertilizer in improving soil health.	Sub Metros	X	X	X	X	-	-	5000	-		x	Agric	A.M.A
Train 25 poultry farmers on disease prevention and control	Selected location			x		-	-	10,000	-		x	Agric	Finance B&R
Demonstrate to 60 market women on post-harvest handling of food produce	Selected location		x			-	-	25,000	-		x	Agric	Finance B&R
Raise and establish 1000 vegetable and fruit seedlings to promote school and home gardening	3 sub metros		x			-	-	25,000	-		x	Agric	Finance B&R
Programme: Financial Management													
Undertake 40 days Internally Generated Funds (IGF) audit	Metro wide	X	X	X	X	-	-	10,000.00	-		X	Internal Audit	Finance/ Sub Metro
Organize 4 Quarterly Audit Committee meetings to deliberate on audit issues	Head Office	X	X	X	X	-	-	70,000.00	-		X	Internal Audit	Central Admin/ Finance/ Sub Metro
Carry out at least 240 home and farm visits to educate and provide technical advice to farmers, assess their needs and challenges	3 sub metros	X	X	X	X	-	-	30000	-		x	Agric	A.M.A
Collect and analyse 48 weekly market data on food commodity prices and daily commodity movement	Market				X	-	-	12000	-		x	Agric	A.M.A
Conduct 10 days Cash Management Audit	Metro wide	X	X	X	X	-	-	7,000.00	-	X		Internal Audit	Finance/ SubMetro
Carry out 10 days Procurement Audit	Metro wide			X		-	-	9,000.00	-	X		Internal Audit	Central Admin/ Finance
Conduct 4 days audit of the District Assemblies Common Fund	Head Office				X	-	-	8,000.00	-	X		Internal Audit	Central Admin/ Finance

Projects	Location	Timeframe 2029				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Conduct a 5 day Projects Audit	Metro wide			X	X	-	-	5,000.00	-	X		Internal Audit	Finance/ SubMetro
Perform 13 days Transport and Fuel Management Audit	Metro wide	X	X	X	X	-	-	9,000.00	-	X		Internal Audit	Finance/ SubMetro
Deployment of Bills to the rate payer through the system	Metro Wide	X				-	-	390,000	-			Finance	MIS/Budget
Conduct 10 days payroll audit	Metro wide			X		-	-	5,000.00	-	X		Internal Audit	Finance/ SubMetro
Organize one-day Public Education Campaign on property rate and market toll	3 sub metros	X	X	X	X	-	-	35,000	-		X	ISD	Revenue Mobilization Unit
Organize one-day public campaign programme on Business Operating Permit	3 sub metros	X	X	X	X	-	-	31,000	-		X	ISD	Revenue Mobilization Unit
Revenue Mobilization (Education on Tax Compliance, Tax Avoidance, Tax Evasion)	(3) Sub Metros	X	X	X	X	5,500	-	-	-			NCCE	AMA
Demonstrate home gardening in 40 communities, schools and homes within the district	All three sub-metros	X				-	-	10000	-		**x**	Agric	A.M.A
Programme: Local Economic Development													
Heritage Month (Ghana Month).	Metro wide	X				-	-	25,000	-	x		Culture& Tourism	Administration
Organize art and craft skills training workshop for the unemployed youth	Metro wide		X	X		-	-	40, 000	-	x	x	Culture and Tourism	Social Welfare and Community Development
Participate in all Cultural and Tourism Festivals	Metro wide					-	-	30,000	-	x	x	Culture and Tourism	Admin
Reconstruct London Market	James Town	X	X	X	X		1,500,000		75,000,000		x	Metro Works	Consultant
Reconstruct PWD/Kwasiadwaso Market	AKS /Accra Central	X	X	X	X	-	-	-	80,000,000	x		Consultant	Metro Works Dept (MWD)
Collect and analyse 48 weekly market data on food commodity prices and daily commodity movement	Markets	x	x	x	x	-	-	-			x	Agric	Admin
Carry out surveillance and biosecurity on livestock and poultry	3 sub metros	x	x	x	x	-	-	1,500			x	Agric	Admin
ENVIRONMENT AND HUMAN SETTLEMENT DEVELOPMENT													
Objective: To align 80% infrastructure delivery with spatial development framework by the end of 2029, To enhance 90% resilience to climate change and natural hazards, To achieve 90% spatial and land-use planning integration by 2029													
Programme: Climate Change and Environmental Sustainability													

Projects	Location	Timeframe 2029				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Landscape Beautification maintenance of Prestige Gardens into a properly standard garden for beautification, revenue generation, enhance the quality of air and also mitigate against Climate Change Effect.	City corner Hall gardens, Ga Trad. Council	X	X	X	X	40,00	-	80,000	-		x	Parks &Gardens	Spatial Plan, A.M. A
Environmental Protection and Standard Enforcement	Metro wide	X	X	X	X	2,198,190	-	454,158	1064202		x	MPHD	Central Admin
Developing the capacity of communities/DVG's on disaster risk reduction and adaptation	Nanka bruce pri. Sch, amstered pri. Sch. Hijaz prim sch, mamprobi sempe cluster of sch, st. Mary's jhs and shs, mamprobi meth sch, martyrs of uganda school,tuesday mKt, korle-	x	x	x	x	-	-	15,000	-	x		NAMDO	AKS ISD, assembly members, DVG's, churches, ECG, chiefs, opinion leaders
Public Education on Green Environment and the benefits derived from greening communities, workplaces,	Metro wide	X	X	X	X	30,000	-	20,000	-		x	Parks and Gardens	Spatial plan A.M. A
Sensitization and awareness raising of disaster management in the communities	Flood hotspot communities	X	X	X	X	-	-	15,000	-		X	NAMDO	AKS ISD, assembly members, DVG's, churches, ECG, chiefs, opinion leaders
Public education on causes of flood disaster and mitigation	Flood hotspot communities	X	X	X	X	-	-	15,000	-		X	ASK	AKS ISD, assembly members, DVG's, churches, ECG, chiefs, opinion leaders
Public education on causes of fire disaster in public places, markets	Flood hotspot communities	X	X	X	X	-	-	15,000	-		X	ASK	AKS ISD, assembly members, DVG's, churches, ECG, chiefs, opinion leaders
Developing the capacity of communities/DVG's on disaster and mitigation on risk reduction	Flood hotspot communities	X	X	X	X	-	-	15,000	-		X	ASK	NADMO, ISD, Ass Mem, DVG, ECG Churches, Chiefs, Opinion Leaders

Projects	Location	Timeframe 2029				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Public education on causes of fire disaster in public places, markets and schools	Flood hotspot communities	X	X	X	X	-	-	15,000	-		X	ASK	NADMO, ISD, Ass Mem, DVG, ECG
Public education on causes of flood disaster and mitigation	Flood hotspot communities	X	X	X	X	-	-	15,000	-		x	ABS	Churches, Chiefs, Opinion Leaders
Sensitization and awareness raising of disaster management in +the communities	Flood hotspot communities	X	X	X	X	-	-	-	15,000		x	NADMO	, ISD, Ass Mem, DVG, ECG
Sensitization and awareness raising of disaster management in the communities	Flood hotspot	X	X	X	X	-	-	15,000	-			NADMO	Churches, Chiefs, Opinion Leaders
Public education on causes of fire disaster in public places, markets and schools, hazards -identification and early warning system -Public education on causes of flood disaster and mitigation -Developing the capacity of communities/DVG's on disaster and mitigation on risk reduction	Flood hotspot communities	X	X	X	X	-	-	-	15,000		x	NADMO	sub-metros, ISD Ass. Mem. DVG's churches, ECG chiefs, OL
Planting of ornamental trees and other assorted plants at open spaces, provide to support green Ghana in ecosystem restoration and environmental sustainability and protection agenda	Schools, open space	X	X	X	X	50,000	-	75,000	-		√	Parks &Gardens	Spatial Plan, A.M.A
Support the implementation of Accra Air Quality Action Plan	3 sub metros	x	x	x	x	-	-	50,000	1,000,000	x		PHD	ISD, NADMO
Support the implementation of Accra Climate Action Plan (ACAP 2026-2035)	Metro wide	x	x	x	x	-	-	1,000,000	1,000,00		x	MWM	Transport, PHD NADMO, Dev't Pln
Desilt secondary and tertiary community drains	Metro wide	x	x	x	x	-	-	3,996,400			x	DMU	Roads, MWM
Programme: Transport Infrastructure and Safety Management													
Installation and Maintenance of Streetlights	Within the Metropolis	X	X	X	X	-	-	200,000.00	-	x		Metro Works	Roads
Routine Maintenance works on Existing Road network in all Sub-Metro	Sub metro	X	X	X	X	3,250,000	-	1,000,000.00	-	x		Metro Roads Dept.	Urban Roads / AMA
Demolition of dilapidated structures	Metro wide	X	X	X	X	-	-	250,000.00	-	x		MWD	A.M.A. Sub Metros
Rehabilitation of projects	Metro Wide	X	X	X	X	16,575,292.57	-	-	-	x		Metro Roads	Urban Roads

Projects	Location	Timeframe 2029				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Construction of Drains in the Metropolis	Metro Wide	X	X	X	X	11,250,000	-	-	-	x		Metro Roads	Urban Roads
Construction/Upgrade of Drainage system in the Metropolis	Metro Wide	X	X	X	X	4,200,000	-	-	-	x		Metro Roads Dept.	Urban Roads
Construction of Access Road in the Metropolis	Metro Wide	X	X	X	X	9,000,000	-	-	-	x		Metro Roads Dept.	Urban Roads
Protection of Right of way/ Construction of Walkways to improve pedestrian Safety (Safe Walk to School)	Metro Wide	X	X	X	X	3,000,000. 00	-	1,500,000.00	-	x		Metro Roads Dept.	Urban Roads / AMA
Construction/ Maintenance of Speed Humps to Control Speed on access Road to School Areas	Metro Wide	X	X	X	X	3,000,000	-	1,500,000.00	-		x	Metro Roads Dept.	Urban Roads / AMA
Inspection of fire hydrant and fire extinguishers with catchments area	Nanka Bruce Pri. Sch, Mastered pri. Sch. Hijaz primary sch, Mamprobi Sempe Cluster of schools, St. Mary's JHS and SHS,	X	X	X	X	-	-	15,000	-	x		ABS	NADMO Sub-Metros, ISD, Assembly Members, dvgs, Churches, ECG, Chiefs, Opinion Leaders
Hazards identification and early warning systems	Mamprobi Methodist School, Martyrs of Uganda school, Tuesday market, Korle-bu new lorry station	X	X	X	X	-	-	15,000	-			NADMO	ISD Leaders, Ass. Mem. DVG's Churches, ECG, Chiefs, Opinion Leader
Inspection of fire hydrant and fire extinguishers with catchment area	Metro wide	X	X	X	X	-	-	-	15,000		x	NADMO	ISD Leaders, Ass. Mem. DVG's Churches, ECG, Chiefs, Opinion Leader
Hazards ident. & early warning systems	Metro wide	X	X	X	X	-	-	15,000	-		x	ASK	Leaders, Ass.
Intersections Improvement	Metro Wide	X	X	X	X	3,000,000	1,500,000	-	-		X	Metro Roads	Urban Roads
Asphaltic Overlay on Access Roads on some selected roads	Metro Wide	X	X	X	X	12,500,000	-	-	-		X	Metro Roads	Urban Roads

Projects	Location	Timeframe 2029				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Improve Road Safety (Road Line Marking, Provision of Zebra Crossing and Road Furniture, Including Street Light	Metro Wide	X	X	X	X	3,500,000	-	1,500,000.00	-		X	Metro Roads Dept.	Urban Roads / AMA
Asphaltic Overlay on Access Roads on some selected roads	Metro Wide	X	X	X	X	12,500,000 .	-		-		X	Metro Roads	Urban Roads
Improve Road Safety (Road Line Marking, Provision of Zebra Crossing and Road Furniture, Including Street Light	Metro Wide	X	X	X	X	3,500,000	-	1,500,000.00	-		X	Metro Roads	Urban Roads / AMA
Improve Road Safety (Road Line Marking, Provision of Zebra Crossing and Road Furniture, Including Street Light	Metro Wide	X	X	X	X	3,500,000	-	1,500,000.00	-		X	Metro Roads Dept.	Urban Roads
Programme: Spatial Development													
Maintenance of Open Spaces, road medians, road islands and landscape areas.	Metro wide	√	√	√	√	42,000	-	85,000	-		x	Parks &Gardens	Spatial Plan, A.M. A
Update the CBD Spatial local plan for Accra which reflects its high density designated under the Regional Spatial Development Framework (RSDF) i. Procure logistics/equipment for updating schemes (Computer & Accessories, antivirus) Plotter, AO Scanner, Colour Printer. ii. Undertake community and stakeholder consultation. iii. Processing of socio-economic and spatial data collected. iii. Generation of 3D master plans for selected prime areas for investment	PPD Office 3 sub metros PPD Office	X X	X X	X X	X X		- -	200,000 50,000 50,000 350,000	-		X X X x	PPD PPD PPD	Works Dept. Sub-metros AMA
Prepare Spatial Plans i. Coastal Resilience Spatial Development Framework ii. Prepare a structure plan for AMA	Metro wide	x	x	x	x		-	90,000 210,000	155,00 0		x	PPD	PPD
Improve spatial planning awareness i. Organize stakeholder fora ii. Organize sub-metro forum ii. Prepare public education and awareness	Metro wide -	X	X	X	X	- -	- -	50,000 50,000 50,000	-	X X x		PPD PPD PPD	AMA Sub-metros AMA AMA

Projects	Location	Timeframe 2029				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
materials for media campaigns													
Update one local plan in each sub metro (3) i. Okaikwei ii. Ashiedu Keteke iii. Ablekuma South	Metro wide	x	x	x	x	-	-	120,000	-		x	PPD	PPD
Complete Street naming and Property Address System -Publish and gazette Street Address system -Procure and install property number plates and public sensitization -Implement an electronic property rate billing system -Complete property attribute data with owner information -Organize training for essential service providers on use of street address system	Metro wide Assembly press	x	x	x x	x x	-	-	10,000 10,000,000 20,000 500,000 25,000	-		x X X X x	PPD PPD PPD PPD PPD	AMA AMA B&R UNIT/MIS B&R UNIT/MIS
GOVERNANCE AND INSTITUTIONAL DEVELOPMENT													
Objective: By 2029, digitize at least 80% of the Assembly's administrative processes to streamline decision-making and service delivery; By 2029, establish and operationalize a stakeholder engagement framework that ensures bi-annual coordination meetings with government agencies, private sector and civil society with at least 75% participation													
Programme: Governance, Accountability and Public Safety Improvement													
Sensitization on future occurrence (outbreak) and government / A.M.A. policies	3 sub metros	X	X	X	X	-	-	23,000	-		X	MISD	PRO -
Organize 1 District Farmers' Day Celebration for eight (10) award winners.	Head Office				X	-	-	300,000	-		x	Agric	Admin
Announcement on clean up exercise	3 sub metros	X	X	X	X	-	-	4,000	-		X	MISD	PRO-
Sensitization on future occurrence (outbreak) and government / A.M.A. policies	3 sub metros	X	X	X	X	-	-	23,000	-		X	MISD	PRO-
Organize one-day Town Hall Meeting	3 sub metros	X	X	X	X	-	-	35,000	-		X	MISD	PPD
Conduct 10 days Irregularities and Follow up audits	Metro wide		X	X	X	-	-	10,000	-		X	Internal Audit	Central Admin/ Finance/ Sub Metro
Governance and Democracy (Education on Political Tolerance)	3 Sub Metros	X	X	X	X	5,000	-	-	-		x	NCCE	PRO

Projects	Location	Timeframe 2029				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Environmental Governance (Education on Sanitation, Fire and Floored Disasters)	(3) Sub Metros	X	X	X		7,000	-	-	-		x	NCCE	PRO
Organize 10 days hands on training on Report Writing and Annual Audit Conference	Metro wide IAA		X	X		-	-	30,000.00	-	X		Internal Audit	Finance Dept./ IAA
Ensure good record keeping i. Reorganizing archives of the department	PPD Office	X	X	X	X	-	-	50,000.00	-		x	PPD	AMA
Renovation of Staff Bungalows	Tema, Osu & Klu Town, ridge	X	X	X	X	-	-	600,000.00	-	X		Metro Works	Estate Unit
Procure 12 Computers, (2) laptops and (5) printers for Head office and Sub metros	Head Office		X	X	X	-	-	390,000.00	-		x	Metro Finance	Procurement
Maintain and Rehabilitate WMD office building	WMD	X	X	X	X	-	-	1,820,000	-		X	WMD	Admin WD
Maintenance of Office buildings (Old Head Office)	Accra	X	X	X		-	-	500,000.00	-	X		Metro Works	Estate Unit
Routine maintenance of revenue vehicles	Head Office	x	x	x	x	-	-	140,000.00	-		x	Finance Depart	Finance/ Central Adm/ Transport
Procure of office equ, printed materials, and stationery	WMD	X	X	X	X	-	-	25,140	-		X	WMD	Procurement
Procure 2 laptop and 1 desktop computers	WMD	X				-	-	44,000	-		X	WMD	Procurement
Procure of office equ, printed materials, and stationery	WMD	X	X	X	X	-	-	25,140	-		X	WMD	Procurement
Procure 12 Computers, (2) laptops and (5) printers for Head office and Sub metros	Head Office		X	X	X	-	-	390,000.00	-		x	Metro Finance	Central Administration
Procure 2 laptop and 1 desktop computers	WMD	X				-	-	44,000	-		X	WMD	Procurement
Organize 4 monthly technical performance review meeting	Office	X	X	X	X	-	-	15000	-		x	Agric	A.M.A
Organize Emergency meetings	Head Office	X	X	X	X	-	-	345,600	-	X		Admin	Central Admin
Organize Management meetings	Head Office	X	X	X	X	-	-	103,680	-	X		Admin	Central Admin

Projects	Location	Timeframe 2029				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Process all development applications -Train staff for the implementation of the permitting process software (PPS) for processing development application -Organize 12 Accra Metro Spatial Planning Committee Meeting. -Organize 12 technical subcommittee meeting - Organize 12 technical subcommittee inspections -Organize 6 Planning-in-Principle meetings -Organize 12 revenue recovery exercise	PPD Offi ce	X X X X x	x X X X x	X X	X X	-	-	20,000 111,600 63,600 63,600 120,000	-		x	Metro works/ Consultant t PPD	PPD
Establish a G.I.S. unit including a workstation -Buy ArcGIS software (Standalone license for 10 computers- 10 basic & 1 advance)	PPD Office	X				-	-	266,750	-		X	PPD	LUSPA
Organize meetings of Sub committees	Head Office	X	X	X	X	-	-	217,728.00	-	X		Central Admin	Admin
Organize quarterly meetings of Executive Committee	Head Office	X	X	X	X	-	-	165,888.00	-	X		Central Admin	Central Admin
Organize quarterly meetings of General Assembly	Head Office	X	X	X	X	-	-	622,080.00	-	X		Central Admin	Central Admin
Organize Audit Committee Meetings	Head Office	X	X	X	X	-	-	172,800.00	-	X		Audit	Central Admin
Organize Metro Security Meetings	Head Office	X	X	X	X	-	-	414,720	-	X		Metro Security	Central Admin
Organise 4 Budget Committee and Mid-year Review meetings	Head office	x	x	x	x	-	-	30,000.00	-		x	B&R	Sub metros
Organise a 2- Day Fee-Fixing Technical Committee Meeting	Head office	x	x	x	x	-	-	35,040.00	-		x	B&R	Finance Revenue
Support organisation of F&A, Joint Committee meeting and EXECO for consideration of FFR and Mid-year Review	Head office	x	x	x	x	-	-	80,000.00	-		x	B&R	Finance Administration
Organise 3 No Public Hearing on FFR and Budget Estimate	Identified location	x	x	x	x	-	-	95,500.00	-		x	B&R	Finance Revenue
Organise a 3 day Departmental Budget Hearing	Identified location	x	x	x	x	-		60,000.00	-		x	B&R	Finance HODs

Projects	Location	Timeframe 2029				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Undertake 4 no. Community Stakeholders' meetings	Metro Wide	x	x	x	x	-	25,000		-	x		Plg Unit	Central Admin
Organize review meetings on the 2025 AAP, ACAP and prepare 2026 AAP & ACAP	Head/ o l d Office Sub metros		x	x		-	-	50,000	-	x		Plg Unit	MPCU Resilient unit
Organize 4 MPCU and review meetings	Head office	x	x	x	x	-	-	28,000	-		x	Dev't Planning	MPCU
Support PPD during Technical and Spatial Planning Committee meetings by advising on landscaping, Green Environment and Open Space beautification	S.P.C, Sub - Tec, Other committee	x	x	x	x	10,000	-	15,000	-		x	Parks and Gardens	Spatial Plan,
Institute Monthly revenue review and strategy development meeting	Head Office	x	x	x	x	-	-	117,000.00	-		x	Finance Dept.	Central Administration
Programme: Capacity Building and staff development													
Organize Two (2) day orientation course for 200 revenue collectors	Metro Wide		X	X		-	-	390,000.00	-		x	Finance Dept.	Central Admin Sub-Metros/ Budget &R
Staff development	Metro wide		X	X		-	-	10,000	-		x	Human Resource	Admin
Organize training on financial reporting	Head Office		X	X	X	-	-	39,000.00	-		x	Finance Depart	C.A.G.D HEAD OFFICE
Organize reporting Training for Chief Cashier, Expenditure and Revenue Accountant	Head Office		X	X	X	-	-	30,420.00	-		x	Finance Dept.	Central Administration
Organize two (2) days refresher training on the use of GIFMIS accounting software for (28) Accounting officers	Head Office		X	X	X	-	-	35,100.00	-		x	Finance Dept.	Central Administration /HR
Programme: Co-ordination, Monitoring, Evaluation and Learning													
Conduct quarterly monitoring and supervision visits within health facilities to identify gaps in service delivery and Carryout onsite coaching and mentoring on maternal and Child Health and Epidemic Diseases	Accra Metro	x	x	x	x	-	-	17,500	-		x	MHD	Central Admin
Four quarterly monitoring of field activities by Metro Director to evaluate level of achievement of projects.	3 sub metros	X	X	X	X	-	-	6000	-		x	Agric	MPCU
Monitoring of the Revenue collection	Metro Wide	X	X	X	X	-	-	468,000.00	-		x	Finance Depart	Finance. Internal Audit/ Budget
Monitoring of the deployment of bills to the rate payers	Head Office	X	X	X	X	-	-	39,000.00	-		x	Finance Depart	MIS

Projects	Location	Timeframe 2029				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Monitoring and evaluation of projects and programmes	Metro wide		x		x	-	-	9,000	-		x	Dev. Planning	MPCU
Coordinate, Monitor and Evaluate the implementation of physical project and prog (electoral area project, donor funded project-GARID)	Metro Wide	x	x	x	x	-	20,000	-	-	x		Plg Unit	MPCU
Programme: Substructure improvement													
Procurement of computers and office equipment	3 sub metros		X			-	-	10000	-		x	SW&CD	Procurement
Procure of office equipment printed materials,	3 sub metros	X	X	X	X	-	-	25140	-		X	WMD	Procurement
Procure 2 laptop and 1 desktop computers	3 sub metros	X				-	-	44000	-		X	WMD	Procurement
Organize 10 days hands on training on Systems Audit and Annual Audit Conference	3 sub metros		X	X		-	-	15000	-	X		Internal Audit	Finance Dept./ IAA HR
Procure a new minibus for revenue mobilisation	3 sub metros					-	-	-	-			Procurement	Finance Admin
SOCIAL DEVELOPMENT													
Objective: By 2029, increase access to quality education, health and social welfare services by at least 30% through improved infrastructure and outreach programmes; By 2029, establish and operationalize a coordination framework that ensures at least 80% of community-based development initiatives are harmonized and aligned with Assembly priorities													
Programme: Vulnerability, Social and Child Protection													
Organize Gender empowerment programmes	Metro wide		x		x	5,000	-	21,000			x	SW&CD	Metro Health Service, NGO
Rehabilitation of persons with disabilities (PWD)	Metro wide	x	x	x	x		-		250,000		x	SW&CD	Ghana Federation Of The Disabled (Gfd), National Council For PWD Ass. Mem
Child rights promotion and protection	Metro wide	x	x	x	x	4,100	-	15,000	6,500		x		UNICEF DOVVSU MHS, NGO
Establish and intensify community pregnancy and nutrition clinics	Accra Metro	x	x	x	x		-				x		GHS
Registration of vulnerable groups	Metro wide	X	X	X	X	2,000	-	1,500	10,000		x	SE&CD	NHIA Leap Secretariat, UNICEF, NGO
School & community sensitization on social protection issues & gender based violence	Metro wide	X	X	X	X	13,000	-	32,000	25,000		x	SW&CD	MHD, MED, RTI UNICEF, NGO

Projects	Location	Timeframe 2029				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Organise Youth empowerment programmes	Metro wide	x	x		8,000	-	21,5000	-	-		x	SW&C D	YEA, MHS, NGOs
Programme: Water, Environmental Health and Sanitation													
Desilt secondary and tertiary community drains	Metro wide	X	X	X	X	-	-	4,236,000	-		X	WMD	Admin
Procurement of 8 No. galvanized skip containers	MWD	x	x			-	-	30,000	-	X		WMD	Procurement
Monitor the operations of the faecal Sludge and Wastewater Treatment Plants	Mudor	X	X	X	X	-	-	10,680	-		X	WMD	Admin
Operations and management of waste segregation and compost project in com & inst	ABS & ASK	X	X	X	X	-	-	120,000	100,000		X	WMD	Admin
Sensitisation on Food, Water, Drug Safety and Hygiene for food venders and markets	Metro wide	X	X	X	X	2,249,400	-	501,990	1399800		x	MPHD	Central Admin
Evacuate. approx. 90 metric tons of solid waste from public places (School, markets, lorry parks, etc) daily	Metro wide	X	X	X	X	-	-	669,600	-		X	WMD	Central Administration
Undertake daily cleansing of Streets and Public open spaces.	Metro Wide	X	X	X	X	-	-	234,900	-		X	WMD	Central Administration
Development of waste data system	Metro Wide	X	X	X	X	-	-	100,750	330,000		X	WMD	Central Administration
Monitor and evaluate Fee- and Performance Based Solid Waste Collection Service Contracts quarterly.	Metro wide	X	X	X	X	-	-	60,000	-		X	WMD	Admin
Assessment of operation, and management of Waste to energy plant	Mortuary Road IRECOP	X	X	X	X	-	-	60,000	-		X	WMD	COMSA Works
Supervision and monitoring of Zero Waste Street concept	Palace Street	X	X	X	X	-	-	20,000	15,000		X	WMD	Central Administration
Organize monthly National Sanitation Day clean-up exercise	3 sub metros	x	x	x	x	-	-	414,000	-		x	WMD	Admin
Organize Public sensitization on sanitation	3 sub metros	x	x	x	x	-	-	30,000	-		x	ISD	MPHD
Supervision of 500 informal waste workers into waste management schemes.	Ga Mashie Korle Gonno	X	X	X	X	-	-	20,000	-		X	WMD	Admin
Inspect cesspool emptiers and register operators	WMD	X	X	X	X	-	-	17,000	-	x			

Projects	Location	Timeframe 2029				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Programme: Education Improvement Programme													
Supply of classroom furniture to replace broken furniture	Metro Wide	X	X	X	X	500,000	-	200,000.00	-	X		Metro Works Dept	Metro Education
Construct 3-storey 18-unit classroom block with ancillary facilities for AME Zion Primary/Riyadh Islamic School	Mabrouk Park (ABS)	X	X	X	X	8,000,000.00	-	-	-	X		GETFUND	AMA Works Department
School & community sensitization on social protection issues & gender based violence	Metro wide	X	X	X	X	13,000	-	32,000	25,000		**X**	SW&CD	MHD, MED, RTI UNICEF, NGO
Sensitization and awareness raising of disaster management in the communities	Flood hotspot areas	x	x	x	x		-	-	15,000			NADM O	ISD, Ass. Mem, DVGs, OL, TA
Organize my First Day at school throughout all schools in the Accra Metropolis	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo Kaneshie			x		52,712.74	-	**-**	-	X		Accra Metro Edu. Office/ Supervision	AMA
Provide Science Consumables and other Teaching learning Materials Pre-Tertiary Schools	all SHS	x	**x**			5, 890.50	94,248.00	-	11,781.00		X	Accra Metro Edu. Office	Procurement
Implement Metro level Ghana Teacher Prize Award for deserving staff	Basic and SHS	x		**x**		11,220.00	35,343.0 0	-	58,905.00		X	Accra Metro Edu. Office	HRMD
Implement INSET and Continuous Teacher Professional Development programme at Basic Schools	Basic schools	x	x	x	x		98,901.50	**-**	**-**		X	Accra Metro Edu. Office	HRMD
Organize Management training for line officers, School Improvement Support officers and other key officers	Accra Metro Educ.	x	x	x	x	11.781.00	-	-	-	X		Accra Metro Edu. Office	HRMD
Establish't of Adolescent Rep Health & Infectious Diseases c'ttees to support Basic and Second Cycle SHEP initiatives	Accra Metro Educ	x	x	x	x	-	8,246.70	11,781.0 0	-		X	SHEP	Accra Metro Edu. Office
Renovation of Educational facilities (public Schools)	Metro wide	x	x	x	x	500,000.00		300,000.00	-	X		MWD	Metro Education

Projects	Location	Timeframe 2029				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Implement SHEP programme i.e. Sanitation, environmental and safety system in schools	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo Kaneshie	X	X	X	X	27,010.7 5	28,050.0 0	-	-	X		Accra Metro Edu. Office/	SHEP
Organize and implement guidance and counselling activities (Provide Training for In-school Guidance and Counselling Officers)	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo Kaneshie	X	X	X	X	23,326.3 8	6,171.00	-	-	X		Accra Metro Edu. Office/	GNC
Provide school furniture to 20 basic schools in the directorate	Selected basic schools		X	X		785,400. 00	-	-	-	X		Accra Metro Edu. Office/	AMA
Conduct Regular inspection and ensure proper functioning of SMC/PTAs and school boards and disseminate report timely	Ga Mashie Korle Gonno Ussher	X	X	X	X	78,540· 00	-	-	-	X		Accra Metro Edu. Office/	AMA
Organize an orientation for newly trained Teachers and schedule officers	Accra Metro Office				X	28,891· 50	-	33,660.0 0	-	X		Accra Metro Edu. Office/	HRMD
Organize and implement ICT and BDT activities	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo Kaneshie	X	X	X	X	17,530. 74	-	-	-	X		Accra Metro Edu. Office/	ICT&BDT
Organize and implement special education activities for special need children	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo Kaneshie	X	X	X	X	16,830. 00	-	16,830.0 0	-	X		Accra Metro Edu. Office/	SPED AMA
Organize Workshop for Heads of Basic Schools on school management efficiency.	Metro Educ. Office			X		18,838. 38	28,050.0 0	-	5,610.00	X		Accra Metro Edu. Office/	AUDIT/AC /BUDGET
Broaden Education Planning and Supervision activities	Metro Educ. Directorate			X	X		23,001.00	-	-	X		Accra Metro Edu.	EMIS/ BUDGET
Conduct training for Pre-School teachers and attendants.	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi	X	X	X	X	22,574. 64	11,220.0 0	-	-	X		Accra Metro Edu. Office/	Early Childhood SW&CD

Projects	Location	Timeframe 2029				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
	Ayalolo Kaneshie												
Civic Education Clubs Activities	(3) Sub Metros		x	x	x	5,000	-	-	-		x	NCCE	ISD
Organise Teachers Durbar in all circuits in the directorates	3 sub metros				x	22,440· 00	-	-	-	X		Accra Metro Edu. Office/	HRMD
Organise Basic school festival of Arts and culture	3 sub metros				x	29,115.90	-	-	-	X		Metro Edu	Music/ Culture
Organize a budget briefing for 73 basic school Heads and 5 accountants of second cycle school in the metropolis	Accra Metro Educ. Directorate	X				22.440. 00	-	-	-	X		Accra Metro Edu.	Office/ BUDGET
Organize a capacity Building workshop for GALOP and Non GALOP school Heads on SPIP preparation	Accra Metro Educ. Directorate			x		22,440. 00	16,830.0 0	-	5,610.00		X	Accra Metro Edu. Office	BUDGET
Organize and conduct an instructional leadership training for all Heads of basic schools in the metro	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo Kaneshie			x	x	30,058, .00	-	-	-	X		Accra Metro Edu. Office/	HRMD/ SUPERVISI ON
Provide basic schools with storage facilities for books and other teaching and learning materials (cupboard)	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo Kaneshie	x				141,28 7.85	-	-	-	X		Accra Metro Edu.	Works
Organize STIME camp for selected science and math students and teachers in basic schools	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo Kaneshie	x				57,701· 40	-	--	-	X		Accra Metro Edu.	STME
Organize a school performance appraisal meeting for BasicSchools	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo Kaneshie		x			28,611· 00	-	11,220.0 0	-	X		Accra Metro Edu.	/EMIS
Support the Metro office with office materials and consumables (laptop, stationery, tonner)	Accra Metro Educ. Directorate	x				71,611. 65	-	-	-	X		Accra Metro Edu.	/BUD GET/ACC

Projects	Location	Timeframe 2029					Cost				Project status		Implementing Inst/dept	
		Q1	Q2		Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Conduct Independence Day celebrations	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo Kaneshie	x				45,665. 40	-	22,440.0 0	-		X		Accra Metro Edu.	School Coordinator culture
Organise a Metro wide Exams for JHS final year students, Basic 6,4 and 2 pupils	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo Kaneshie		**x**			67,320. 00	-	-	-		X		Accra Metro Edu.	SHEP
Rehabilitate 10 primary school buildings	Basic schools	x	x	x	x	561,00 0.00	-	-	-		X		Accra Metro Edu. Office	Works
Provide gender friendly sanitary facilities in 20 basic schools.	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo Kaneshie	x	x	x	x	67,320. 00	-	-	-		X		Accra Metro Edu. Office	SW&CD
Provide facilities for harvesting water in 15 Basic schools (Tanks & Spouts)	15 basic school	x	x	x	x	84,150. 00	-	-	-		X		Accra Metro Edu. Office	Admin
Implement Girl Child activities	Public basic schs	x	x	x	x	28,611. 00	-	11,220.0 0	-		X		Accra Metro Edu. Office	SW&CD
Implement stake- holder engagement meetings in school communities on issues relating to health, improving learning outcomes and community support for schools	**Public basic schools**	x		x		30,574. 50	-	-	-		X		Accra Metro Edu. Office	Admin
Monitoring/Assessing the implementation of the Standard based curriculum in the basic schools.	Public basic schools	**x**		x	x	22,440.0 0	-	19,354.5 0	-		X		Accra Metro Edu. Office	MPCU
Maintenance of Office Building, equipment, fitting and fixtures	Metro Educ. Directorate	x	x	x	x		-	44,880.0 0	22,440.00		-	X	Accra Metro Edu. Office	ESTATE
Maintenance of Vehicle and running cost	Metro Educ. Directorate	x	x	x	x			38,709.0 0				X	Accra Metro Edu. Office	Transport

Projects	Location	Timeframe 2029				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Organise a Metro wide Mock Exams for JHS final year students	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo Kaneshie		x	x		-	53,856.0 0	56,100.00		-	X	Accra Metro Edu. Office	GES
Promote the teaching of GA Language in all Basic Schools within the metropolis	Metro Wide	x	x	x	x	-	11,220. 00	33,660.00		X		Accra Metro Edu.	GES
Establish a community Library	Metro Wide	X	x	**x**	**x**	11,220.0 0	-	33,660.00		-	X	Metro Education	Works Admin
Programme: Youth and Sports Development Programme													
Organise a 2-day games in soccer, netball, volleyball in basic schools	Metro Wide		x			33,929.2 8	33,660.0 0	-		X		Metro Edu. Office	SPORTS
Organise inter circuits athletics competition at El-wak Stadium	El-wak Stadium		x			33,794.6 4	-	-		X		Metro Edu. Office	SPORTS
Organise inter circuits KG games competition	Ga Mashie Korle Gonno Ussher, Ojoo Bubiashie Mamprobi Ayalolo Kaneshie		x			24,998.1 6	-	-			X	Accra Metro Edu. Office/	SPORTS
Programme: Health Improvement Programme													
Develop and produce education materials on comprehensive mental health care	Accra Metro	x	x	x		-	-	-	-	x		Metro Health	GHS
Continue Rapid Response to monkey pox outbreak in Accra Metro	Accra Metro	X	X	X	X	-	-	-	-	x		MHD	Central Admin, ISD, NCCE
Support and Create awareness on the need to prevent HIV/AIDS activities-campaign, non-communicable diseases, hypertension and diabetes	Accra Metro	x	x	x	x	25,000	10,000	-	-		x	MHD	Central Admin, ISD, NCCE
Provide Health Facilities with Equip & Logistics	Accra Metro	x	x	x	x	120,000	60,000	-	-		x	MHD	Administration
Provide Funds & logistics for Outbreak Inv'gt Mgt and the Control of Epidemic Diseases.	Accra Metro	x	x	x	x	70,000	40,000	-	-		x	MHD	Procurement
Intensify and improve school health services in the Accra Metro	Accra Metro	x	x	x	x		-	-	-	-	X	MDoH	Education works
Establish and intensify community pregnancy and nutrition clinics	Accra Metro	x	x	x	x		-	-	-	-	x	Metro Health Dept	GHS

Projects	Location	Timeframe 2029				Cost				Project status		Implementing Inst/dept	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaboration
Create and establish wellness Community clinics	Accra Metro	x	x	x	x	8,500	5,150	3,050	-	x		MHD	Central Admin
Conduct quarterly monitoring and supervision visits within health facilities to identify gaps in service delivery and Carryout onsite coaching and mentoring on maternal and Child Health and Epidemic Diseases	Accra Metro	x	x	x	x	17,500	-	-	-	x		MHD	Central Admin
Continue the provision of essential Health Services including Integrated Disease Surveillance and Response Activities in Accra Metro	Accra Metro	x	x	x	x	20,000	-	-	-	x		Metro Health Dept	GHS
Develop and produce education materials on comprehensive health care concerns including mental health care	Accra Metro	x	x	x		10,000	5,000	-	-	X		Metro Health Dept	GHS
Undertake localized SBCC activities with identified local groups example market women, Drivers	Accra Metro	x	x	x	x	10,000	-	-	-	x		Metro Health Dept	GHS
Sub Total					**135,358,535.48**	**3,578,370.20**	**44,092,989.50**	**160,592,778**					
Total						**343,622,673.18**							

CHAPTER SEVEN

MONITORING AND EVALUATION ARRANGEMENT

7.0 Introduction

This chapter outlines the critical roles of both monitoring and evaluation in the effective implementation of projects, and how these processes can be practically applied. Monitoring and Evaluation (M&E) are essential components of effective programme and project management. Together, they provide a systematic approach to assessing the performance of interventions, tracking progress, identifying challenges, and informing decision-making. An effective M&E arrangement ensures that relevant data is collected, analysed, and used to improve implementation, ensure accountability, and achieve desired outcomes.

A well-structured M&E arrangement outlines the mechanisms, roles, responsibilities, tools, and timelines necessary for tracking inputs, activities, outputs, outcomes, and impacts. It serves as a guide for all stakeholders to understand how progress will be measured and how learning and feedback will be integrated into ongoing planning and implementation processes. Ultimately, a robust M&E system contributes to transparency, efficiency, and the continuous improvement of programmes and projects.

7.1 Identification and Analysis of Stakeholders

As part of the process for developing monitoring and evaluation plan, it is important to make an inventory of stakeholders and outline roles for monitoring and evaluation of programmes and projects. This is aimed at ensuring a synergy in efficient monitoring and evaluation of plans at all levels of the decision-making hierarchy in realizing local and district level target.

The following key stakeholders have been identified to play various roles in the monitoring and evaluation of plans.

- Members of Parliament (MPs)
- Regional Coordinating Council (R.C.C.)
- Ministries, Departments and Agencies
- Traditional Authority
- General Assembly

- Development Partners
- Local Community
- Civil Society Groups
- Research Institutions
- MPCU
- Decentralised Departments
- Media Houses

With respect to projects within the Accra Metropolitan Assembly (AMA) for the planning period, Monitoring and Evaluation would be done at the various levels (Local, Internal, Regional and National).

Local Level Monitoring

At the local level and for specific projects, it would be done by; Urban or Zonal Council members, the Assembly Members, Traditional Authority, Women's Representative, Youth Representative, Religious Leaders, Teacher/Civil Servant, Unit Committees and an NGO/CBO representative.

Internal Monitoring

At the Assembly level, the entire Metro Planning Coordinating Unit (MPCU) which involves all Heads of Department and Unit would play active role in monitoring programmes and projects.

Regional Monitoring

Regional monitors would include the Regional Coordinating Council (RCC) who would on quarterly basis conduct regular visits to monitor the level of plan implementation.

National Level Monitoring

At the National level, teams from the NDPC, MLGRD, and the Office of the Administrator of DACF on quarterly basis would embark on working visits/sessions to the Assembly on selected projects being undertaken by the AMA.

In addition, stakeholders such as the World Bank, Country Directors of particular projects and other development partners would conduct their own monitoring on sponsored projects and programmes.

It is important to mention that the outcome of these monitoring activities would be communicated with all levels of stakeholders identified. It would also serve as a means of sharing and interchanging information, clarifying, stimulating, and seeking the best solutions regarding project performance.

The purpose of a project monitoring report is to provide information to assist stakeholders in comparing performance against plans so that current or potential problems can be identified and analysed. The table below shows the monitoring matrix for the plan period.

Table 7.1 Stakeholder Analysis

STAKEHOLDERS	CLASSIFICATION	NEEDS/INTERESTS/ RESPONSIBILITY	INVOLVEMENT IN M&E ACTIVITIES
NDPC	Primary	**Needs/Interest**: Quarterly and Annual Progress Report. **Responsibilities**: Policy direction, guidelines, capacity building	M&E Plan preparation, evaluations, M&E results dissemination
Local Government Service Secretariat OHLGS	Primary	**Needs/Interest**: Quarterly and Annual Progress Report **Responsibilities**: Technical assistance, job analysis, management of services	M&E seminars & meetings, supervision, project inspection, evaluations, M&E results reporting and dissemination
MLGCRA	Primary	**Needs/Interests**: Quarterly and Annual Progress Report. **Responsibilities**: Policy direction, guidelines, performance targets, advisory services	M&E seminars & meetings, supervision, project inspection, evaluations, M&E results reporting and dissemination
DACF-RFG Secretariat	Primary	**Needs/Interests**: Implementation and Financial Report. **Responsibilities:** Financial resources, advisory services	M&E seminars & meetings, supervision, project inspection, evaluations, M&E results reporting and dissemination
RCC	Primary	**Needs/Interests:** Quarterly and Annual Progress Report. **Responsibilities**: Technical assistance, advisory services, capacity building, performance targets **Responsibilities:** Provide technical Assistance, Advisory Services	M&E Plan preparation, Evaluations, PM&E, Data collection, M&E seminars & meetings, supervision, project inspection, evaluations, M&E results reporting and dissemination
Korle Klottey Municipal Assembly	Primary	**Needs/Interests**: Progress Report on Implementation and Financial Report. **Responsibilities**: Decision making, bylaws, deliberation and adoption of plans, programmes and projects, Supervision, Reporting	M&E Plan preparation, M&E seminars & meetings, supervision, project inspection, evaluations

STAKEHOLDERS	CLASSIFICATION	NEEDS/INTERESTS/ RESPONSIBILITY	INVOLVEMENT IN M&E ACTIVITIES
Member(s) of Parliament	Primary	**Needs/Interests**: Progress on Implementation and Financial Report. **Responsibilities:** Decision making, Financial Resources for programmes and projects	M&E seminars & meetings, supervision, project inspection, evaluations, M&E results reporting and dissemination
Traditional Authorities	Primary	**Needs/Interests**: Progress Report on Implementation and Financial Report. **Responsibilities:** Advisory services, transparency and accountability	M&E seminars & meetings, supervision, project inspection, evaluations, M&E results reporting and dissemination
Local Communities	Primary	**Needs/Interests**: Progress Report on Implementation and Financial Report. **Responsibilities:** Support data collection, Attend M&E/Town hall Meetings	M&E seminars & meetings, project inspection, evaluations, M&E results reporting and dissemination
Other MDAs	Secondary	**Needs/Interests**: Progress Report on Implementation and Financial Report on Inter-District Projects **Responsibilities:** Support data collection, Provide Guidelines, performance targets and advisory services	Data collection, M&E results reporting and dissemination
Consultants	Secondary	**Needs/Interests**: Progress Report on Implementation and Financial Report **Responsibilities:** Technical assistance and advisory services	M&E Plan preparation, evaluation, PM&E
CSOs	Secondary	**Needs/Interests**: Progress Report on Implementation and Financial Report. **Responsibilities:** Advocacy, financial and material resources, transparency and accountability	M&E seminars & meetings, supervision, project inspection, evaluations, M&E results reporting and dissemination
Media	Secondary	**Needs/Interests**: Progress Report on Implementation and Financial Report. **Responsibilities:** Transparency and accountability	Project inspection, dissemination and Communication of M&E results

It is expected that all the stakeholders identified will contribute their quota towards making the implementation of this M&E plan a success, to complement the conditions and capacities of the Municipality for effective implementation of MTDP (2026-2029).

7.2 Evaluation

Evaluation is key in improving decision making and providing insights for effective programme and project design and implementation. The following are some of the evaluations that will be conducted.

7.2.1 Strategic Environmental Assessment (SEA)

The *SEA* will be done on identified programmes and projects to ensure their sustainability and consistency and impact on the environment. This will be done by applying the programmes and projects to SEA tools as provided by Environmental Protection Agency (EPA).

7.2.2 Quarterly Reviews

The quarterly review will be conducted to assess progress of implementation of the Annual Action Plans (AAP) on a quarterly basis. This will be conducted at the MPCU meeting where the various Heads of department and units will give a briefing on the progress made in the implementation of plans in their respective Annual Action Plans for the reporting quarter. The results will be compiled and presented into a Quarterly Progress Reports and submitted to the Regional Coordinating Council (RCC) and National Development Planning Commission (NDPC) for collation at the Regional and National levels respectively.

7.2.3 Yearly Reviews of Annual Action Plans

The yearly review will be conducted to assess progress of implementation of the Annual Action Plans (AAP) on a yearly basis. This will be conducted at the MPCU meeting where the various Heads of department and units will give a briefing on the progress made in the implementation of plans in their respective Annual Action Plans for the reporting year. The results will be compiled and presented into an Annual Progress Reports and submitted to the Regional Coordinating Council (RCC) and National Development Planning Commission (NDPC) for collation at the Regional and National levels respectively.

7.2.4 Mid-Year Review

The Mid-Year Review will be done to assess the progress made with implementation of the Annual Action Plans. This is usually conducted through a meeting of key stakeholders from the various decentralized departments and State agencies. The main purpose is to expunge activities and

Projects that will not merit implementation and include projects and activities that have become necessary to be implemented. The result will therefore a Reviewed Action Plan that will guide the preparation of a Reviewed Composite Budget for implementation for the next two quarters of the year.

7.2.5 Mid-Term Review

The Mid-term Review will be done to access the progress with implementation of the Medium-Term Development Plan (MTDP) by the mid-term. This is usually conducted two (2) years into the implementation of the MTDP by meeting key stakeholders from the various decentralized departments and State agencies to review and make amendments where necessary. It will also offer opportunity to other stakeholders to assess the performance of the Assembly in the implementation of the MTDP.

7.2.6 District Performance Assessment Tool

The Assembly will also subject itself to the District Performance Assessment Tool (DPAT) under the District Development Facility Grant arrangement. This is a performance grant base system that will assess the Assembly in terms of efficiency, accountability and delivery of basic community services based on approved indicators. The exercise is usually conducted by External Consultants over a three-day period, and a satisfactory performance will lead to a financial reward to implement the Medium-term Development Plan and Annual Action Plan.

7.3 Participatory Monitoring and Evaluation (PM&E)

7.3.1 Community Score Cards

Community Score Cards (CSCs) will be used to assess the qualitative feedback on the communities' perception on the quality, adequacy and efficiency of the Assembly's projects and programmes.

The Input Tracking process involves a simple comparison of inputs, physical outputs, budgets, or entitlements as recorded in financial accounts, audits or as stipulated in project and policy documents with what is *actually* present at or received by the community.

The Community Generated Performance Scorecard is a quick table summarizing the community's feedback on the performance of different services or projects. The criteria used for judging performance are generated by the community *themselves* and often include various performance parameters like availability, access, transparency, reliability, quality and satisfaction.

At the Provider Self-Evaluation Scorecard stage, the community scorecard goes on to engage in a similar feedback process with the "providers" (i.e. The Metropolitan Assembly), who will provide self-assessment on their performance.

Interface Meeting between users and providers - This is used to provide respective feedback from the community and self-evaluation score cards and generate a mutually agreed "reform" agenda (agenda for change) through action planning on the recommendations that both sides had made independently.

7.3.2 Public Financial Management Town Hall Meeting

The main purpose of the PFM Town Hall meeting is to provide an avenue to enhance the citizens' knowledge on the Planning and Budgeting activities of the Assembly and provide opportunities for demanding accountability. It also provides a system for feedback on the impact of the

Assembly's activities on citizens. The meeting will be organized in two sessions. The first session will be organized during the first quarter of every year, and the agenda will be to brief the community/participants on the Annual Action Plan and Budget Performance of the previous year. This will also afford the community/participants the opportunity to evaluate the actions of the Assembly and provide needed feedback to refine future implementation of activities.

The second session will be organized during the third quarter of every year and will focus on enlightening the community/participants on projects and programmes earmarked for implementation within the next Annual Action Plan period.

The presentations will be done using the PFM Approved Template provided by the Ministry of Finance and Economic Development.

7.4 Knowledge Management and Learning

The concept of Knowledge Management (KM) and Learning involves systematically capturing, sharing, and applying knowledge to improve organizational performance and foster continuous learning. A strategic process that involves collecting, organizing, storing, and distributing an organization's knowledge assets both explicit (documents, databases) and tacit (expertise, experiences). It makes relevant knowledge accessible to the right people at the right time, enabling informed decision-making, innovation, and efficiency. The key elements of knowledge management and learning are Knowledge creation, sharing, storage, and application.

The goal is to create a learning organization where knowledge flows freely, and members are constantly developing their capabilities. In essence, knowledge management provides the infrastructure and processes to capture and share knowledge, while learning ensures that individuals and organizations grow and adapt through the effective use of that knowledge.

Table 7.2 Monitoring and Evaluation Matrix

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Target				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
GOAL: Accelerate and sustain local economic development										
OBJECTIVE: To stimulate local enterprise development and investment by 60% in the metropolis by 2029, To enhance market infrastructure to support economic growth by 50% by the end of 2029										
PROGRAMME: LOCAL ECONOMIC DEVELOPMENT										
Proportion of MSMEs that sustain operations for at least one year after registration.	The difference of current year MSMEs registered over the previous year expressed as a percentage	Outcome	6.5	10.0	9.1	8.3	7.7	Sector Percent	Annually	BAC, GRA
Percentage of participating enterprises reporting improved business perform. after support trainings.	Count of enterprise support trainings organised in a year	Outcome	5.0%	10 %	12 %	15 %	20%	Sex Category	Quarterly	BAC, Planning Unit
Percentage increase in market user satisfaction and revenue after infrastructure upgrades	Count of market infrastructure upgraded expressed as a % of total market infrastructure	Outcome	10%	20%	40%	60%	80%	Locality	Annually	Works Dept Urban Roads
Proportion of trained women applying business management skills to expand or sustain their businesses.	Count of women applying skills acquired expressed as a percentage of women trained	Outcome	50%	70	80	90	100	Sex Category	Quarterly Annually	SW&CD, GEA
Number of businesses developed, formalised and standardised.	Count of businesses developed, formalised and standardised	Output	100	200	200	200	200	Sex Location	Quarterly	GEA TI &TD
Number of cooperative groups mobilised, registered and trained	Count of coop groups mobilised, registered & Trained in a year	Output	10	10	10	10	10	Group Sex Category	Quarterly	TI & TD
Percentage increase in community participation and cultural preservation outcomes from supported activities.	Count of communities participated over the total number of communities in the metropolis	Outcome	40.0	45.0	50.0	60.0	68.0	Location Percent	Quarterly	Culture, TI &TD
PROGRAMME: FINANCIAL MANAGEMENT										
Proportion of implemented audit recommendations leading to improved financial accountability.	The count of audit recommendations implemented as expressed as a percentage of the total recommendations received	Outcome	45.0%	100.0%	100.0%	100.0%	100.0%	Percent	Annually	Internal Audit Unit Management
Percentage of departments/ units with strengthened financial compliance after audits.	Count of financial audits and compliance undertaken among dept/units in a year	Outcome	10.0%	80.0%	90.0%	100.0%	100.0%	Departments/Units	Quarterly	Internal Audit

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Target				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Percentage change in IGF mobilised	The difference current year IGF over the previous as expressed as a percentage year as expressed	Outcome	75.89%	85%	90%	95%	100%	Percentage	Annually	Finance Dept
PROGRAMME: AGRICULTURAL MODERNIZATION AND POST-HARVEST MANAGEMENT										
Percentage of farmers accessing improved inputs or mechanization services	Count of farmers who have benefitted from subsidized inputs or mechanized agricultural services expressed as a % of the total farmers registered	Outcome	30%	40%	50%	60%	70%	Sex Category	Annually	Department of Agriculture
Percentage increase in productivity per farmer as a result of modernized agricultural practices.	Total volume of selected agricultural commodities produced (in metric tons)	Outcome	500mt	800	1,000	1,200	1,500	Commodity Type Volume	Bi-annually	Department of Agriculture
Proportion of farmers adopting improved practices after extension visits.	Count of farmers applying improved practices after visits by extension officers expressed as a percentage of farmers visited in a year	Outcome	75.0	85.0	90.0	95.0	100.0	Sex Percent Locality	Quarterly	Department of Agriculture
Number of farmers trained in modern agro practices and cooperative business management	Count of farmers trained in modern agro practices & cooperative business management	Output	2	2	2	2	2	Group Number Sex	Quarterly	Agric Dept.
Percentage of poultry farmers adopting improved disease control and management techniques.	Count of poultry farmers trained in disease management control & value-chain analysis	Outcome	80.0	90.0	95.0	100.0	100.0	Sex Percent	Quarterly	Agric Dept.
Number of farmers and fisherfolks celebrated	Count of farmers and fisherfolks celebrated	Output	10	10	10	10	10	Sex Number	Annually	Agric Dept.
Number of pets and birds vaccinated against rabies and Newcastle diseases	Count of pets and birds vaccinated against rabies and New Castle	Output	Dogs-144	9000	9000	9000	9000	Categories Number	Quarterly	Agric Dept.
Percentage of trained fishers applying improved handling and management skills.	Count of fishermen and fish mongers' capacities built in appropriate tech. and management skills	Outcome	-	30.0	35.0	38.0	43.0	Sex Percent Location	Quarterly	Fisheries
Percentage of sensitised farmers adopting aquaculture	Count of fish farmers sensitised on aquaculture	Outcome	-	35.0	40.0	48.0	55.0	Sex Percent	Quarterly	Fisheries

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Target				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
best practices and emerging technologies.	management and emerging market trends							Location		
GOAL: Sustainable development through coordinated and integrated planning, climate adaptation and human settlement										
OBJECTIVE: To align 80% infrastructure delivery with spatial development framework by the end of 2029, To enhance 90% resilience to climate change and natural hazards, To achieve 90% spatial and land-use planning integration by 2029										
PROGRAMME: CLIMATE CHANGE AND ENVIRONMENTAL SUSTAINABILITY PROGRAMME										
Percentage reduction in community vulnerability to climate related hazards.	The count of communities that have implemented or adopted climate-resilient plans expressed as a percentage of the total communities in the Metropolis	Outcome	10%	25%	40%	60%	80%	Locality	Annually	Physical Planning Department, EPA, NADMO
Proportion of resilience interventions implemented	Count of interventions implemented expressed as a percentage of total interventions in the resilience plan	Outcome	50.0%	75.0	85.0	95.0	100.0	Percent Category	Annually	Works Dept, Parks & Gardens and Planning Unit
Percentage of households consistently practicing effective waste segregation and recycling.	The count of households actively participating in formal waste segregation schemes expressed as a percentage of the total households in AMA	Outcome	5.0%	7.5	9.0	9.5	10.0	Percent Locality	Bi-annually	Waste Management Dept, EPA
PROGRAMME: TRANSPORT INFRASTRUCTURE AND SAFETY MANAGEMENT										
Proportion of urban road network in good condition	Length of urban roads rehabilitated, upgraded and constructed expressed as a percentage of the urban roads network	Outcome	30%	40%	50%	65%	80%	Percent Location	Annually	Urban Roads Dept.
Number of road safety campaigns undertaken.	The count of road safety campaigns or education embarked on in a year	Output	3	6	8	10	12	Number Sex Location	Quarterly	Transport Dept., MTTD, NADMO
Percentage reduction in traffic accidents and delays due to functioning signage and signals.	The count of traffic signage's and signals maintained or replaced as expressed as a % of the total traffic signage's and signals in the Metropolis	Outcome	50%	60%	75%	85%	95%	Percent Location	Quarterly	Urban Roads Dept. Transport Unit
PROGRAMME: SPATIAL DEVELOPMENT PROGRAMME										

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Target				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Percentage of communities effectively regulating land use and development in line with approved planning schemes.	Count of communities with approved local planning schemes as expressed as a % of the total communities	Outcome	35%	50%	60%	75%	90%	Percent Locality	Annually	Physical Planning Department
Number of development decisions guided by updated and approved local plans.	The count of local plans prepared or updated and approved by the SPC	Output	2	5	5	5	3	Number Locality	Annually	Physical Planning Department
Number of development applications fully aligned with approved spatial plans and regulations.	Count of approved development applications traced to approved existing spatial development plans.	Output	200	300	350	400	450	Number Type Locality	Monthly	Works Department Physical Planning Dept. Planning and Building Inspectorate Unit
Percentage increase in service delivery efficiency (billing, emergency response, postal services) due to functioning address systems.	The count of settlements with the street naming and property addressing systems installed expressed as a % of the total number of settlements in AMA	Outcome	25%	40%	55%	70%	85%	Percent Location	Annually	Physical Planning Dept., MIS Unit,
Percentage increase in public compliance with spatial planning and development regulations after education campaigns in 20electoral areas	Count of public education and awareness campaigns conducted in 20 electoral areas on spatial planning and development control in a year	Outcome	4 %	10%	25%	50%	75%	Percent Electoral areas	Quarterly	Physical Planning Dept., Information Service, NADMO
GOAL: Enhanced institutional and leadership capacity at the local level through improved systems and skills development										
OBJECTIVE: By 2029, digitize at least 80% of the Assembly's administrative processes to streamline decision-making and service delivery; By 2029, establish and operationalize a stakeholder engagement framework that ensures bi-annual coordination meetings with government agencies, private sector and civil society with at least 75% participation **PROGRAMME: GOVERNANCE, ACCOUNTABILITY AND PUBLIC SAFETY IMPROVEMENT**										
Percentage increase of Improved Public Service Delivery	Annual Performance in National Assessments (District league Table (DLT) Rankings, DPAT, Performance Contract)	Outcome	92%	100%	100%	100%	100%	Percent	Annually	MLGCRA, OHLGS, RCC, AMA and UNICEF
Percentage increase in citizen trust and participation in governance processes due to forums and town hall meetings	Count of community forums, town hall meetings, and accountability platforms organised in a year	Outcome	40%	50%	60 %	75%	95%	Percent Location	Bi-Annual Quarterly	Public Relations, Planning Unit, Information Services
Citizen satisfaction rate with local governance	Percentage of citizens reporting satisfaction	Outcome	60%	65%	70%	75%	80%	Sex Locality	Quarterly Annually	Administration, CSOs, Planning, NGOs

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Target 2026	2027	2028	2029	Disaggregation	Monitoring Frequency	Responsibility
	with transparency, safety, and service delivery							Percent		
Percentage reduction in procurement- and permit-related legal breaches due to stronger compliance	legal cases resulting from procurement breaches.	Outcome	50%	30%	20%	10%	0%	Percent	Quarterly	Legal Dept. & Admin
	legal cases resulting from building permitting processes and demolition	Outcome	20 %	15 %	10%	5%	0%	Percent	Quarterly	Legal Dept. & Admin
	Count of nominal cases	Outcome	10 %	20 %	25 %	45%	75%	Percent		Legal Dept. & Admin
Percentage of communities covered by electricity	Count of communities connected to the national grid expressed as a percentage of the total communities in AMA	Outcome	100%	100%	100%	100%	100%	By administrative location District Rural Urban	Annually	ECG Administration
Percentage completion of Physical project (100%)- Ensure completion of physical projects (ongoing and stalled).	Total Number of completed physical projects (a), divided by the Total Number of Physical projects(b), multiplied by 100 A - X 100 B	Outcome	40%	60%	75%	90%	100%	Percent Category	Quarterly	Woks Dept & MPCU
Percentage of public infrastructure maintained	Count of maintenance of infrastructure of public interest maintained expressed as a percentage of total public infrastructure	Outcome	12.01%	12.5%	13%	14%	15%	Percent Category	Quarterly	Budget, Finance and Estate Depts.
Percentage of O&M budget allocation utilised	Count of O&M expenditure expressed as a percentage of the total capital expenditure of AMA	Outcome	70.13%	75%	80%	90%	100%	Percent Category	Quarterly	Budget, Finance and Estate Depts.
Number of site meetings for projects organised	Count of monthly site meetings organised in a month	Output	8	12	12	12	12	Number Location	Monthly	MPCU, MWD, PLG
PROGRAMME: CAPACITY BUILDING AND PRODUCTIVITY IMPROVEMENT										
Percentage of trained staff demonstrating improved job performance	Count of core administrative and technical staff benefitting training in areas	Outcome	40.0	50.0	60.0	70.0	80.0	Sex Percent Departments/Units	Annually	HR Department
Proportion of trained staff applying new skills on the job	Count of staff applying skills gained from trainings on their jobs	Outcome	40%	50%	60%	70%	80%	Percent Sex Departments/Units	Quarterly	HR Dept, Internal Audit

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Target 2026	2027	2028	2029	Disaggregation	Monitoring Frequency	Responsibility
	expressed as a percentage of total staff trained									
PROGRAMME: CO-ORDINATION, MONITORING, EVALUATION AND LEARNING PROGRAMME										
Number of M&E Reports produced and submitted	Count of M&E Reports produced and submitted before the deadline	Outcome	5	5	5	5	5	Number	Quarterly Annually	Planning Unit, M&E Desk
Percentage of Annual Action Plan implemented	Number of planned activities that are ongoing or completed over the total number of planned activities in the AAP expressed as a percentage	Outcome	98%	100%	100%	100%	100%	Percent	Quarterly Annually	MPCU
Percentage of action points from review meetings implemented within the agreed timeline	Count of multi-stakeholder review meetings held to evaluate the plan implementation process	Outcome	2	2	2	2	2	Number	Quarterly Annually	Planning Unit
PROGRAMME: SUB-STRUCTURE IMPROVEMENT										
Number of sub-metros upgrades undertaken	Count of Sub-metros that have received physical upgrades of provided with basic working logistics (furniture, ICT, etc.)	Output	1	2	3	4	5	Number Location	Annually	Central Administration Works Dept.
Number of quarterly reports submitted on time	The count of sub metros submitting quarterly and timely reports	Outcome	8	9	9	9	9	Number Sub-Metros	Quarterly	Central Administration Finance Department
GOAL: Inclusive and Equitable Social Services and Development										
OBJECTIVE: By 2029, increase access to quality education, health and social welfare services by at least 30% through improved infrastructure and outreach programmes; By 2029, establish and operationalize a coordination framework that ensures at least 80% of community-based development initiatives are harmonized and aligned with Assembly priorities										
PROGRAMME: VULNERABILITY, SOCIAL AND CHILD PROTECTION										
Percentage of vulnerable individuals reporting improved wellbeing after support services	Count of persons benefiting from social protection programmes and services	Outcome	50.0	60.0	70.0	80.0	90.0	Percent Age/Sex Location	Annually	Social Welfare & Community Dev., NGOs
Number of community-based child protection committees/ systems supported and functional	Count of community based child protection committees/systems supported and functional	Outcome	10	12	14	16	18	Number Location	Annually	Social Welfare & Community Dev., GHS, Donor Partners
Number of Households benefitting from LEAP	Count of LEAP beneficiaries	Output	240	409	409	409	409	Sex Number	Quarterly	SW&CD

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Target 2026	Target 2027	Target 2028	Target 2029	Disaggregation	Monitoring Frequency	Responsibility
Percentage of women and youth groups demonstrating improved awareness and reduced exposure to social vices	Count of women and youth groups educated on the effects of social vices	Outcome	-	40.0	45.0	50.0	55.0	Sex Percent	Quarterly	SW&CD
Number of child protection activities organised	Count of child protection activities organised	Outcome	1	1	1	1	1	Sex Location	Quarterly	SW&CD, UNICEF
Percentage of women participation. in programmes	Percentage of women participating in development programmes	Outcome	36.1	50.0	50.0	50.0	50.0	Sex Percent	Quarterly	SW&CD
Number of ECDCs registered, monitored and inspected	Count of child centres registered, monitored and inspected	Output	8	10	10	10	10	Number Location	Quarterly	SW&CD
Number of schools benefitting from GSFP	Count of public schools on School Feeding Prog	Output	59	59	59	59	59	Number Location	Annually	MED
Number of disability fund management committee meetings organised	Count of disability fund management committee meetings organised	Output	4	4	4	4	4	Number	Quarterly	SW&CD
Percentage of PWDs reporting improved livelihoods and inclusion after fund support	Count of PWDs benefitting from the disbursement	Outcome	77.0	90.0	90.0	90.0	90.0	Sex Percent	Quarterly	SW&CD
PROGRAMME: HEALTH IMPROVEMENT PROGRAMME										
Percentage of target population reached with preventive health services through outreach	Count of public health outreach programmes organised in OPDs, public spaces. Communities etc. in a year	Outcome	15.0	20.0	25.0	30.0	35.0	Sex Location	Annually	Metro Health Directorate NGOs
Percentage of Immunisation coverage	Percentage of children aged 12 months who have received all scheduled vaccines	Outcome	78%	82%	85%	88%	90%	Percent Sex/Age	Annually	GHS, Health Facilities
Percentage coverage for ante-natal and post-natal care	Proportion of pregnant and post-natal women benefitting from skilled delivery	Outcome	68%	75%	80%	85%	90%	Percent	Annually	GHS, Health Facilities
Number of new health facilities constructed	Count of public health facilities constructed	Output	1	2	2	2	2	Number Location	Annually	Health Depart
PROGRAMME: WATER, ENVIRONMENTAL HEALTH AND SANITATION										
Percentage of public spaces meeting national sanitation standards	Count of public spaces with access to improved sanitation facilities expressed as a percentage of total public spaces	Outcome	35.0	42.0	45.0	48.0	50.0	Percent Location	Annually	Environmental Health Unit, Waste Dept.

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Target				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Proportion of households with access to basic safe water	Share of the population with access to basic water services, that is improved source of water and can be fetched within a turnaround period of 30 minutes	Outcome	70%	75%	78%	80%	85%	Percent Location	Annually	MPHD, GWL,
Percentage of institutions with access to functional improved sanitation facilities	Count of schools with improved and functional sanitary facilities expressed as a percentage of the total number of schools in the metropolis	Outcome	40.0	50.0	60.0	65.0	68.0	Percent Location	Quarterly	MEHU
Number of households with household toilets	Count of toilets constructed in households	Output	-	200	200	200	200	Number Location	Quarterly	MEHU
Number of transfer stations identified	Count of transfer stations identified	Output	-	1	2	3	3	Number Location	Quarterly	MEHU
Set of sanitation tools and chemicals procured	Count of sanitation tools and chemicals procured	Output	1	1	1	1	1	Number	Quarterly	MEHU
Number of premises inspected	Count of premises inspected	Output	1	1	1	1	1	Number Location	Annually	MEHU
PROGRAMME: EDUCATION, YOUTH & SPORTS IMPROVEMENT										
Net enrolment Rate	The ratio of appropriately aged pupils (boys and girls) enrolled at a given level expressed as a percentage of the total population in that age group (KG, Primary, JHS)	Outcome	85%	88%	90%	92%	94%	Level Sex Percent	Annually	Metro Education Directorate
Percentage increase of participating youths gaining sustainable employment or advancing in sports	Count of youth engaged in skills training and sporting programmes	Outcome	20%	40%	60%	80%	95%	Percent Sex/Age Type of Sport	Annually	Youth & Sports Unit, NGOs, GES
Percentage increase of schools maintaining improved hygiene standards after monitoring	Count of visits to schools to assess the level of sanitation and hygiene	Outcome	40%	55%	70%	80%	95%	Location Percent	Quarterly	MED, MEHU
Proportion of first-time pupils benefitting from my first day at school	Count of pupils benefitting from the programme expressed as a percentage of total primary 1 pupils enrolled in a year	Outcome	20%	40%	60%	80%	95%	Sex Percent Location	Annually	MED

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Target				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of sponsored students successfully completing their studies	Count of students in STMIE clinics sponsored	Output	-	300	300	300	300	Sex	Quarterly	MED
Percentage passes in BECE	Proportion of students that passed	Outcome	83 %	90%	90%	90%	95%	Sex, Percent	Annually	MED
Percentage of teachers trained	Count of teachers trained in language and literacy	Outcome	75%	80%	85%	90%	100%	Sex, Percent	Annually	MED
Percentage increase of trained SMCs actively supporting school management and improvement	Count of SMCs in schools supporting school management and improvement in the metro	Outcome	70	90%	90%	90%	95%	Sex, Percent	Quarterly	MED
Number of sports and cultural festivals organised annually	Count of sports & cultural festivals organised at basic and 2nd cycle school	Output	2	4	4	4	4	Number Location	Annually	MED
Number of schools with adequate pupil-to-desk ratio	Count of mono & dual desks provided in schools	Output	180	1400	1600	1500	1500	Number Location	Annually	MED MWD
Number of classroom blocks constructed	Count of new classroom blocks constructed	Outcome	2	4	6	8	9	Number Location	Annually	MED, MWD
Percentage of school buildings rehabilitated	Count of school building rehabilitated expressed as a percentage of the total school buildings in AMA	Outcome	20%	40%	60%	80%	95%	Percent Location Category	Annually	MED, MWD
Number of KG blocks constructed	Count of new KG constructed	Output	2	4	6	8	5	Number Location	Annually	MED, MWD
Number of schools with secure learning environments due to fence walls	Count of fence walls constructed in schools	Output	-	5	5	5	5	Number Location	Annually	MED, MWD
Gross Enrolment Ratio	Total enrolment in a specific educ. regardless of age expressed as a % of the eligible official school-age pop. corresponding to the same level of education in a given year	Output	29,977	30,906	31,835	32,764	33,693	Number Sex Category	Annual	Metro Education Dept., PLG
Pupil-Teacher (PTR) Ratio	Average number of pupils (students) per teacher at a specific level of education in a given school year.	Outcome	1:52	1:45	1:45	1:45	1:45	sex	Annual	Metro Education Dept., PLG

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Target 2026	2027	2028	2029	Disaggregation	Monitoring Frequency	Responsibility
Gender Parity Index (GPI)	Ratio of female to male values of a given indicator.	Outcome	0.68	0.78	0.88	0.98	1.03	Sex	Annual	Metro Education Dept., PLG
Percentage increase in community/school usage of rehabilitated or new sports facilities	Increase in the total number of sports and recreational infrastructure.	Outcome	20%	40%	60%	80%	95%	Percent Location	Annual	Sports Dept PPD,
Percentage change in Educational Performance	Pass rate at the BECE and WASSCE	Outcome	86%	88%	93%	98%	100%	Sex, Percent Category	Annually	Education MPCU
Completion rate	The number of pupils/ students (girls and boys) enrolled in the last grade of a given level of educ. (Primary 6, JHS 3), regardless of age, expressed as a % of the total pop of the theoretical entrance age to the last grade of that level of education	Outcome	65%	75%	80%	90%	95%	Level Percent Sex	Quarterly Annual	Education MPCU
Pass Rate	Count of final exams takers (girls and boys) who passed a particular exam over a total count of final exam takers in that same exam expressed as a %	Outcome	70%	75%	85%	95%	98%	Level Percent Sex	Quarterly Annual	Education MPCU
GOAL: Strengthen and leverage international partnerships and diplomatic relations in investment, innovation, and city-to-city cooperation										
OBJECTIVE: By 2029, AMA will enhance its institutional capacity to 80% for city diplomacy through a dedicated unit, trained staff and at least 10 global partnerships										
PROGRAMME: SISTER CITIES RELATIONS PROGRAMME										
Number of MoUs/ formal partnership ratified	Count of MoUs or formal partnerships signed between AMA and other cities, focusing on trade, climate, innovation	Output	1	2	2	2	3	Number Category	Annual	International Relations Unit, Planning Unit
Percentage increase in joint projects or exchanges initiated under sister city agreements	Count of collaborative activities (e.g., knowledge exchange, joint investment forums, innovation pilot projects) implemented	Outcome	20%	40%	60%	80%	95%	Sector Percent	Annual	International Relations Unit, Planning Unit
Volume of external investment or funding leveraged through sister city partnerships	Total amount (USD/GHS) of funding or investment facilitated through these agreements	Outcome	0	$50,000	$100,000	$200,000	$300,000	Amount	Annual	Finance Dept, International Relations, DPU

CHAPTER EIGHT

DEVELOPMENT COMMUNICATION STRATEGY

8.0 Introduction

Effective communication is essential for the successful implementation of the Assembly's Medium-Term Development Plan (MTDP) 2026–2029. The strategy aims to promote transparency, participation, ownership, and accountability among all stakeholders, including residents, development partners, government agencies, and civil society organizations.

8.1 Communication Strategy

The communication strategy is an integral part of the MTDP due to the fact that it serves as the medium by which information pertaining to the processes of the preparation of the plan, implementation and reporting of outcome of all monitoring and evaluation exercises are presented in a much user-friendly manner. Thus, key observations and findings of the above-mentioned activities are reported to management of the Assembly.

The Assembly's main goal to disseminate information is to ensure inclusive, transparent, and consistent communication of the MTDP's goals, strategies, progress, and outcomes to all stakeholders, thereby facilitating effective implementation and enhanced citizen engagement.

The objectives of the communicating to stakeholders are.

1. To raise awareness and understanding of the MTDP 2026–2029 among key stakeholders
2. To promote citizen participation in the planning, implementation, monitoring, and evaluation of the MTDP
3. To facilitate two-way communication between the Assembly and the public.
4. To ensure timely and accurate dissemination of information related to MTDP projects and activities.
5. To promote the visibility and credibility of the AMA's development initiatives.

Reports on implementation, monitoring and evaluation of planned activities should therefore be prepared to track the gaps that are likely to manifest itself from the start of plan implementation to the end of the plan period. The findings (gaps) become a feedback mechanism in addressing and dealing with the gabs identified. These, however, inform management of the Assembly of various pragmatic steps and decisions needed to be taken to address implementation gaps identified during the four-year plan period.

The table below shows the various communication channels for the dissemination of the plan with the ultimate aim of leaving no one behind.

Table 8.1 Communication Channels

Channel	Purpose	Frequency
Community durbars and town hall meetings	Grassroots participation and feedback	Quarterly
Radio/TV broadcasts (local stations)	Mass education and announcements	Monthly
Social media (Facebook, Twitter/X, WhatsApp)	Real-time updates and interaction	Weekly
Official AMA Website	Repository of all plans, reports, and updates	Regular
Infographics/posters/flyers	Simplified messages on projects and timelines	Ongoing
Press releases and media engagements	Official positions and public relations	As needed
Stakeholder workshops and forums	In-depth consultations and dialogue	Biannually

Implementation Approach

- The Assembly shall assign a Communication Focal Person at AMA to coordinate all communication efforts.
- The Assembly will form a Communications Working Group comprising PROs, planning staff, and IT personnel.
- The Assembly collaborate with media houses and community information centres.
- Leverage existing structures like the Unit Committees and Zonal Councils to reach the grassroots.

Monitoring and Evaluation

- Track feedback from community engagements and media platforms.
- Conduct stakeholder perception surveys annually.
- Include communication performance indicators in the MTDP’s M&E Framework.
- Periodically review and adjust the communication strategy based on feedback and changing needs.

Key Performance Indicators (KPIs)

- Number of outreach activities conducted
- Percentage increase in stakeholder awareness
- Number of citizens participating in planning and monitoring activities

- Volume and reach of communication materials distributed
- Number of media mentions or features

8.2 Risk and Mitigation Measures

Risk	Mitigation
Low public interest	Use local influencers, interactive radio sessions
Misinformation	Timely official clarifications, use of verified platforms
Language barriers	Use local dialects and visual aids
Limited internet access	Prioritize community info centres and radio

8.3 Dissemination of MTDP – Progress Reports

All reports emanating as a result of issues mentioned above would be shared with our target audience other relevant stakeholders categorised under internal and external stakeholders.

Internal Stakeholders**:** Assembly members, departments and units, staff of AMA

External Stakeholders: Local residents, traditional authorities, youth and women's groups, private sector, NGOs, media, development partners, Private Sector Organisations, Research Institutions, National Development Planning Commission, Greater Accra Regional Coordinating Council through the Regional Planning Coordinating Unit (RPCU) and other MMDAs.

The Assembly as part of ensuring effective share of information would have key messages for its citizenry. These messages are targeted towards all stakeholders. These messages maybe

- Citizens have a right and responsibility to participate in local governance.
- The city committed to inclusive and sustainable development.
- The MTDP is people-cantered and responds to the development priorities of Accra.
- Transparency and accountability are key pillars of local development.

The mode of communication to be adopted for dissemination of information pertaining to the effective and efficient implementation of the 2026-2029 Medium Term Development Plan would include meetings or discussions that would take into consideration the various categories of stakeholders. It is however expected that in all such meetings the Press and Media Houses shall be invited so they could use their profession as a springboard to further facilitate the dissemination of the issues to the general public. Thereby, creating awareness and promoting dialogue among the general public on the programmes and projects being implemented by the Assembly. The following are the **modes of communication.**

- Announcements, discussions and broadcast in the local media and newspapers
- Public hearings
- Holding community durbars
- Weekly Radio Discussions
- Stakeholders' Fora
- Meeting with Traditional Rulers
- Zonal council meetings
- Use of AMA hotlines
- Use of Information Vans

8.4 Public Hearing

The preparation of the Medium-Term Development Plan was undertaken through a highly participatory approach. From the outset, Unit Committees and Electoral Areas across the Accra Metropolitan Assembly were actively engaged. Community engagement and Public hearings were held at the Sub-metro level, following an initial orientation for the Metropolitan Planning Coordinating Unit and the General Assembly on the National Planning Guidelines and Framework.

In line with Section 5 of the National Development Planning (System) Regulations, 2016 (L.I. 2232), the AMA convened a Public Hearing on 22nd July, 2025 at the Apostolic Reformed Church of Ghana. The event brought together key stakeholders to review the draft plan and provide constructive feedback. Details of this engagement are presented in Annex 5.

Subsequently, the plan would be adopted at a General Assembly meeting yet to be held. During this meeting, the draft would once again be presented, allowing for further stakeholder input and fostering collective ownership to enhance implementation.

Table 8.2 Communication Strategy and Corresponding Budget

ACTIVITY	TARGETED AUDIENCE	METHOD COMMUNICATION	NO. OF TIMES IN A YEAR	NO. OF YEARS	UNIT COST	TOTAL ESTIMATE (4years)	OUTPUT INDICATOR
Adoption of 2026-2029 MTDP	Sub-Committees	-Presentation - Discussions	5	1	3,000.00	120,000	MTDP Presented at the 5 Sub-Committees for recommendations to EXECO
	EXECO	- Presentation - Discussions	1	1	6,000.00	120,000	MTDP Presented at EXECO for recommendations to General Assembly
	MPCU	- Presentation - Discussions	4	4	200,000	800,000	16 MPCU Meetings organised
	Gen. Assembly	- Presentation - Discussions	3	4	100,000	400,000	MTDP Accepted, Approved and Adopted.
Quarterly reporting	RCC/MLGCRA/ NDPC	- Report - Document	4	4	20,000	80,000	Quarterly Reports prepared and submitted before deadlines.
Quarterly Monitoring Reports	RCC/MLGCRA/ NDPC	- Report - Document	4	4	8,000.00	24,000	Quarterly Monitoring Reports prepared and submitted before deadlines.
Quarterly Community Engagement	• Ass. Members • Councillors' • NGO • CBO • Opinion Leader • Youth groups • Trad. Authority etc	- Open Fora - Media	4	4	20,000.00	80,000	4No. Community engagement held Annually
Annual Town Hall	General Public Media	- Open Fora - Media	2	4	20,000.00	80,000	2No. Town Hall meetings organized Annually
Annual Progress Reporting	RCC/MLGCRA/ NDPC	- Report - Document	4	4	12,000.00	48,000	Quarterly Reports prepared and submitted before deadlines.
Mid Term review of 2026-2029	MPCU/RCC/NDPC/ MLGCRA	- Report - Document	1	2	10,000.00	40,000	2No. Mid Term Review conducted and reported.
Sub- Total					**1,152,000.00**		
Contingency (10%)					**115,200.00**		
Grand Total					**1,267,200.00**		

ANNEXES

Annex 1 Bibliography

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Annex 2: Knowledge Mapping Matrix

S/N	Knowledge Area	Knowledge Holders	Knowledge Source	Knowledge Gap
1	Urban Planning and Development Regulations	Eden Tekpor Gbekor-Kove	Interviews, Surveys, FGD	Case studies, GIS Software tutorials, interactive quizzes
2	Leveraging on AI for data collection and analysis	Richard K. Oduro	Capacity building/ training programmes, in-person interactive sections, practical exercise and group discussions, Workshops, video conferencing	Basic computer skills (AI), eLearning platforms, hands-on training/tutorial on AI Apps
3	Leadership and Team building	Evelyn Owusu	Capacity building/ training programmes Workshops, in person interactive sections, practical exercises and group discussions, video conferencing	Leadership styles and traits Conflict resolution, change management, Appraisals
4	Introduction to Public Financial Management. Financial Reporting and compliance The use of Financial Software (SAP)	Abeeku Amissah Arthur	Workshops, Seminar, Group activities, hands-on lab	GIFMIS, IPSAS
5	Building Codes and regulatory compliance Project Planning and scheduling	Senior Engineer	Workshops, Seminar, Group activities, hands-on workshop	Local building codes, permits, CAD soft wares, drones and surveying tools
6	Contract Management and Negotiations e-procurement systems Monitoring and evaluation of procurement performance	Procurement Expert	Workshop, hands –on training, case studies	Contract drafting and techniques, KPI’s, Audit Reporting, Transparency measures
7	Audit Methodologies and Techniques Ethics, fraud detection and prevention	Ridwan Kokroko	Workshop, hands –on training, case studies	Fraud indicators, ethical consideration, sampling and interview techniques

Annex 3: Table Competence Matrix for Learning

S/N	Competency	Training Programme	Evaluation Criteria	Objectives
1	Knowledge of spatial and physical planning principles Understanding of land use planning and environmental impact	Urban Planning and Development Regulations	Understanding of key urban planning principles and frameworks Application of zoning and land use policies	To equip staff with a comprehensive understanding of urban planning principles and development control regulations, ensure compliance with zoning and land use policies.
2	Basic understanding of AI tools and applications in governance Skill in data collection, integration, and pre-processing using AI solutions	Leveraging on AI for data collection and analysis	Demonstration of data analysis and interpretation skills using AI tools	To build capacity in the use of artificial intelligence tools for efficient data gathering, processing, and analysis to inform evidence-based decision-making in urban management and service delivery.
3	Strategic leadership and decision-making Teamwork and collaboration	Leadership and Team building	Self-assessment of leadership styles and effectiveness Feedback from peers during group activities	To strengthen leadership capabilities and foster effective team collaboration through the development of communication, conflict resolution, and motivational skills within public institutions.
4	Understanding of public sector budgeting and accounting principles Navigation and operation of SAP financial modules	Introduction to Public Financial Management. Financial Reporting and compliance The use of Financial Software (SAP)	Understanding of budgeting, accounting, and reporting standards Compliance with financial regulations and statutory reporting Accuracy in simulated financial reporting tasks	To provide foundational knowledge of public financial systems, budgeting, reporting standards, and regulatory compliance for sound financial governance and transparency in public institutions.
5	Interpretation of building and construction regulations Project scoping, work breakdown structure development	Building Codes and regulatory compliance Project Planning and scheduling	Application of codes in construction review or building plan analysis Use of planning software (e.g., MS Project, Primavera)	To develop skills in planning, scheduling, and managing development projects using modern tools and methodologies to improve timely delivery and cost efficiency
6	Understanding of contract types, clauses, and lifecycle Operation of electronic procurement platforms	Contract Management and Negotiations E-procurement systems Monitoring and evaluation of procurement performance	Understanding of procurement KPIs and benchmark Familiarity with digital procurement platforms and workflows Ability to design M&E tools specific to procurement	To introduce participants to digital procurement platforms and processes to promote transparency, efficiency, and accountability in public procurement activities. To enhance knowledge and practical skills in drafting, managing, and negotiating contracts
7	Risk-based auditing and planning	Audit and Methodologies and Techniques, Ethics,	Understanding of ethical standards in public service	To promote a culture of integrity and ethical conduct while equipping participants with the

S/N	Competency	Training Programme	Evaluation Criteria	Objectives
		fraud detection and prevention	Knowledge of fraud types, detection red flags and reporting procedures	knowledge to identify, prevent and respond to fraudulent activities in the public sector

Annex 4: Compound Matrix

Programme	Access to Water	Access to Land	Access to Timb	Wildlife	NTFP	Water Quality	Sanitation	Air Quality	Medicinal Plants (NTFP)	Drought	Bushfire	Floods	Degradation	Crises & Conflicts	Epidemics	Democracy	Human Rights	Access to Info
Financial Management	O	+				O	O	O	O	O	O	O	O	+	O	+		
Local Economic Dev.	O	-				-	-	O	O	O	O	O	O	+				
Agriculture Modernization	O	O			O	-	O	O	O	O	O	O	O	O	O	O	O	O
Social & Child Protection	O	O			O	O	O	O	O	O	O	O	O	O	O	O	O	O
Health Improvement	O	O			O	+	O	O	O	O	O	+	+	+	+	+		
Education Improvement	O	O			O	O	O	O	O	O	O	+	+	O	+	+		
Water, Env. Health & Sanitation	O	-			O	O	O	O	O	O	O	O	O	+	+	+		
Youth & Sports Dev.	+	+			+	+	+	+	+	+	+	O	+	O	O	+		
Climate Change & Env. Sustainability	O	O			O	O	O	O	O	O	O	O	O	+	+	+		
Spatial Development	O	-			O	-	-	O	O	O	+	+	O	O	+	+		

Transport Infrastructure & Safety	+	+		+	+	O	+	+	+	+	+	O	O	+	+	
Governance & Public Safety					O	O	O	O	O	O	O	O	+	+	+	
Sub-Structure Improvement					O	O	O	O	O	O	O	O	+	+	+	
Capacity Building & Productivity	*(No data captured in original table)*															
Co-ordination, Monitoring & Evaluation	*(No data captured in original table)*															

Annex 5: Compatibility/Internal Consistency Matrix

Development Issues ↓ / ↔	PD	PS	PR	FL	RM	OD	IS	YU	BR	SL	BL	SHS	AP	HF	EN	DS	DA	GB	PRS	CL	OS	EI
Poor Drainage (PD)		✓	✓	✓	✓	✓	0	0	0	0	✓	0	✓	✓	✓	✓	✓	0	0	0	✓	✓
Poor Sanitation (PS)			✓	✓	✓	✓	✓	0	✓	0	✓	0	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Poor Roads (PR)				✓	0	0	✓		✓	✓	✓	✓	✓	✓	✓	✓	0	0	0	✓	✓	✓
Flooding (FL)					0	✓	0	0	0	0	✓	0	✓	✓	✓	✓	0	0	0	✓	✓	✓
Market Redevelopment (RM)						0	✓	✓	✓	0	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Open Defecation (OD)							0	0	0	0	✓	0	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Inadequate Security (IS)								✓	0	0	0	0	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Youth Unemployment (YU)									✓	0	0	0	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Blocking of Roads (BR)										✓	✓	0	✓	✓	✓	✓	0	0	0	✓	✓	✓
Streetlight Maintenance (SL)											✓	0	✓	✓	✓	✓	0	0	0	✓	✓	✓
By-law Enforcement (BL)												✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Inadequate SHS (SHS)													✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Abandoned Projects (AP)														✓	✓	✓	✓	✓	✓	✓	✓	✓
Health Facilities (HF)															✓	✓	✓	✓	✓	✓	✓	✓
Encroachment (EN)																✓	✓	✓	✓	✓	✓	✓
Dumping Sites (DS)																	✓	✓	✓	✓	✓	✓
Drug Abuse (DA)																		✓	✓	✓	✓	✓
Gambling (GB)																			✓	✓	✓	✓
Prostitution (PRS)																				✓	✓	✓
Community Libraries (CL)																					✓	✓
Open Space (OS)																						✓
Educational Infrastructure (EI)																						

Annex 6: Public Hearing Report on the Preparation of Medium-Term Development Plan 2026-2029

Name of District/Region: Accra Metropolitan Assembly, Greater Accra

Name of Sub-Metropolitan: Ashiedu Keteke

Venue: The Apostolic Reform Church of Ghana

Date: 22nd July 2025

Introduction

The public hearing on the preparation of the Medium-Term Development Plan (2026–2029) was conducted to gather insights, recommendations, and concerns from stakeholders. This meeting aimed to ensure inclusiveness and transparency in the development planning process.

Representation of the engagement were;

- Metropolitan Chief Executive
- Assembly Members
- Regional Coordinating Council
- Unit Committee Members
- Members of the Municipal Planning Coordinating Unit
- Heads of Departments and Units of the Assembly
- Heads of non-decentralised government departments and agencies
- Chiefs and Queen Mothers,
- Honourable Assembly Members,
- Members of the Unit Committee,
- Persons with Disabilities (PWDs),
- Traders,
- Youth Groups,
- Clan Houses,
- Security Agencies,
- Students,
- Artisans,
- Non-Governmental Organizations
- Market Associations
- Members of the Municipal Security Council
- Religious Groups

- GPRTU
- The Media

Participation

A population of **Two Hundred and Twenty Seven (227)** represented, comprising **One Hundred and Twenty Three (123)** females representing 54 percent and males representing One Hundred and Four **(104)** representing 46 percent respectively.

Major Issues at Public Hearing in Order of Importance

The major issues discussed on the update of the preparation of the MTDP 2026-2029 included.

- ❖ Legal frameworks for Planning and Budgeting
- ❖ The Plan Preparation Team
- ❖ Highlights from the Draft Medium-Term Plan (2026-2029) ○ The Methodology for the Plan Preparation ○ Key development issues to be addressed from 2026-2029 categorised under the developed programmes

○ Planned interventions from 2026-2029 (Programme of Action and Annual Action Plans) ○ Budget Provision for the Implementation of the Plan ○ Challenges and Recommendations

Key Issues that Emerged

While no major controversies arose during the review of the draft Medium-Term Development Plan (MTDP) 2026-2029, key concerns were raised by stakeholders. A prominent issue was the need to enhance Internally Generated Funds (IGF) mobilization to adequately respond to the wide range of development priorities identified during the consultations. Specific concerns included the poor sanitation management, which poses significant environmental and safety risks, as well as the limited availability of land for essential public infrastructure and development projects.

Stakeholder Participation and Engagement

The public hearing was successfully organized and saw active participation from all invited stakeholders. Attendance was broad and inclusive, with effective engagement facilitated through the use of both Ga and English languages, alongside sign language interpretation to ensure accessibility. Citizens' concerns were duly addressed by the Metropolitan Chief

Executive, Heads of Departments, and the Honourable Presiding Member, demonstrating the Assembly's commitment to transparency and participatory governance

Conclusion

The participatory approach adopted in the preparation and review of the MTDP 2022-2025 reaffirmed the Accra Metropolitan Assembly's commitment to inclusive and transparent development planning. Stakeholders were actively engaged, and their concerns particularly regarding revenue mobilisation, environmental risks, and land availability were acknowledged and addressed. The constructive feedback received during the public hearing has been instrumental in refining the plan to reflect the real needs and aspirations of the people of Accra. Moving forward, the Assembly remains dedicated to fostering collaborative governance and implementing the plan in a manner that promotes sustainable urban development for all.

Signature of:

HON. MICHAEL KPAKPO ALLOTEY
METROPOLITAN CHIEF EXECUTIVE --

DOUGLA N.K ANOFUL
METROPOLITAN COORDINATING DIRECTOR---

RICHARD K. ODURO
METROPOLITAN DEVELOPMENT PLANNING OFFICER -----------------------------------