

# **OFFINSO MUNICIPAL ASSEMBLY**



## **DISTRICT MEDIUM-TERM DEVELOPMENT PLAN (2026-2029)**

**UNDER THE**

**NATIONAL MEDIUM-TERM DEVELOPMENT  
POLICY FRAMEWORK  
(NMTDPF 2026-2029);**

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

**MUNICIPAL PLANNING CO-ORDINATING UNIT**

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**OCTOBER, 2025**

## FOREWORD

The preparation of the 2026–2029 Medium-Term Development Plan (MTDP) of the Offinso Municipal Assembly represents a critical step in consolidating our collective efforts toward sustainable, inclusive, and resilient development. This Plan has been prepared in accordance with the National Medium-Term Development Policy Framework (NMTDPF) 2026–2029 and the decentralised planning system enshrined in the 1992 Constitution and the Local Governance Act, 2016 (Act 936). It provides a coherent framework to guide the Municipality’s development interventions over the medium term.

The Plan articulates the Assembly's development vision, goals, priorities, and strategies, considering the prevailing socio-economic, environmental, and governance conditions of the Municipality. It seeks to address critical development challenges while leveraging existing opportunities to promote economic growth, improve social service delivery, strengthen environmental sustainability, and enhance good governance. Emphasis has been placed on inclusive development, climate resilience, local economic development, and the improvement of infrastructure and human capital, in line with national policy directions.

The formulation of this MTDP was undertaken through a consultative and participatory process, involving elected Assembly Members, traditional authorities, decentralised departments, civil society organisations, the private sector, community representatives, and development partners. I wish to express my sincere appreciation to all stakeholders whose inputs, insights, and cooperation enriched the planning process and ensured that the Plan reflects the aspirations and development needs of the people of Offinso Municipality.

I also commend the Municipal Planning Coordinating Unit (MPCU), together with all departmental and technical staff, for their professionalism, dedication, and effective coordination in facilitating the preparation of this Plan. Their commitment to evidence-based planning and alignment with national development priorities has been instrumental in producing a comprehensive and implementable Medium-Term Development Plan.

The successful implementation of this Plan will require the collective commitment and active participation of all stakeholders, including the citizenry, development partners, the private sector, and staff of the Assembly. I therefore call on all stakeholders to support the implementation of this MTDP to ensure the realisation of our shared development vision and the improvement of the quality of life of the people of Offinso Municipality.



**Hon. Frank Owusu Amoah**  
(Municipal Chief Executive)  
Offinso Municipal Assembly

## TABLE OF CONTENT

FOREWORD .....	2
TABLE OF CONTENT .....	3
LIST OF TABLES AND FIGURES .....	9
LIST OF ACRONYMS .....	11
EXECUTIVE SUMMARY .....	12
CHAPTER ONE: GENERAL INTRODUCTION .....	14
1.1 Introduction.....	14
1.2 Background.....	14
1.3 Vision.....	14
1.4 Mission.....	14
1.5 Functions.....	14
1.6 Mandate.....	15
1.7 Core Values.....	15
1.8 Organizational structure/Organogram .....	15
1.9 Locational map.....	18
1.10 Structure of the Plan.....	18
CHAPTER TWO: SITUATIONAL ANALYSIS .....	20
2.1 Introduction.....	20
2.2 Performance Review (2022-2025 MTDP).....	20
2.2.1 Performance review across development dimensions .....	21
2.2.2 Success Factors .....	24
2.2.3 Key Constraints.....	24
2.2.4 Lessons Learnt .....	24
2.2.5 Financial Performance .....	24
2.3 Analysis of existing conditions.....	26
2.3.1 Demographic Characteristics .....	26
2.3.1.1 Population Size and Growth .....	26
2.3.1.2 Age and Dependency Structure .....	26
2.3.1.3 Spatial Distribution and Settlement Pattern.....	27
2.3.1.4 Ethnicity and Religion .....	27

2.3.1.5 Literacy and Educational Attainment .....	27
2.3.1.6 Labour Force and Employment .....	28
2.3.2 Physical Characteristics .....	28
2.3.2.1 Topography and Relief .....	28
2.3.2.2 Weather and Climate.....	28
2.3.2.3 Drainage and Water Resources .....	29
2.3.2.4 Vegetation and Biodiversity .....	29
2.3.2.5 Soils and Geology .....	29
2.3.2.6 Natural Resources and Environmental Sustainability.....	29
2.3.2.7 Summary Implications of Physical Characteristics for Development .....	29
2.3.3 Economy .....	30
2.3.3.1 Internally Generated Funds.....	30
2.3.3.2 Local Economic Development.....	32
2.3.3.3 Agriculture .....	32
2.3.3.4 Food Systems Transformation, Nutrition Security and Climate Action.....	34
2.3.3.5 Digitalisation and Innovation.....	34
2.3.3.6 Employment.....	35
2.3.3.7 Business and Private Sector Development .....	36
2.3.3.8 Industry and Commerce .....	37
2.3.3.9 African Continental Free Trade Area (AfCFTA) and Local Trade Competitiveness.....	37
2.3.3.10 Tourism.....	38
2.3.3.11 Innovation and Research Partnerships .....	40
2.3.4 Social.....	40
2.3.4.1 Education .....	40
2.3.4.2 Health.....	42
2.3.4.3 Social, Child Welfare and Protection.....	43
2.3.4.4 Aged Care .....	44
2.3.4.5 Family Life.....	45
2.3.4.6 Nutrition.....	45
2.3.4.7 Water, Sanitation and Hygiene (WASH).....	46
2.3.4.7.1 Main Source of Drinking Water .....	46
2.3.4.7.2 Household Toilet Facilities .....	47

2.3.4.7.3 Method of Solid Waste Disposal .....	48
2.3.4.8 Circular Economy and Waste Recovery .....	49
2.3.4.9 Housing .....	50
2.3.4.10 Gender .....	51
2.3.4.11 Migration .....	52
2.3.4.12 Youth Development .....	52
2.3.4.13 Sports and Recreation .....	52
2.3.4.14 Culture and Heritage Preservation .....	53
2.3.4.15 Disability Inclusion and Social Equity .....	53
2.3.4.16 Public Safety and Disaster Preparedness .....	53
2.3.4.17 Multi-Dimensional Poverty .....	54
2.3.4.17.1 Deprivation and Contribution .....	54
2.3.5 Environment .....	55
2.3.5.1 Human Settlements (Built Environment) .....	55
2.3.5.2 Climate Change .....	56
2.3.5.2.1 Hazards and associated impacts on vulnerable .....	57
2.3.5.2.2 Vulnerable and Disaster-Prone Areas .....	57
2.3.5.2.3 Livelihood Vulnerability Index .....	58
2.3.5.2.4 Climate Change Projections – Temperature and Rainfall Trends from 1991 - 2100 .....	59
2.3.5.2.5 Climate Change Implications for current and future development .....	60
2.3.5.2.6 Priority adaptation directions (short list) .....	61
2.3.5.3 Air quality .....	61
2.3.5.4 Biodiversity .....	62
2.3.5.5 Blue Economy .....	62
2.3.5.6 Natural Capital Accounting .....	63
2.3.5.7 Ecosystem Restoration and Green Infrastructure .....	64
2.3.5.8 Infrastructure .....	64
2.3.5.8.1 Transportation Network .....	65
2.3.5.8.2 Communication Infrastructure .....	65
2.3.5.8.3 Energy (Electricity Access) .....	66
2.3.5.9 Asset Maintenance .....	67
2.3.6 Governance .....	67

2.3.6.1 Peace and Security .....	67
2.3.6.2 Community Action Planning .....	67
2.3.6.3 Popular Participation.....	68
2.3.6.4 Interaction with Traditional Authorities .....	68
2.3.6.5 Corruption and Social Accountability .....	68
2.3.6.6 Implementation, Coordination, Monitoring and Evaluation (ICM&E) .....	68
2.3.6.7 Digital Governance and E-Government.....	68
2.3.6.8 Institutional Capacity and Human Resource Development .....	69
2.3.6.9 Emergency Preparedness & Response.....	69
2.3.6.9.1 Disaster Incidents.....	69
2.3.6.9.2 Disaster risk management .....	69
2.3.6.9.3 Disaster preparedness and response.....	70
2.3.6.10 A summary of key issues .....	71
2.3.6.11 SWOT Analysis of Identified Key Development Issues .....	72
2.4 Medium-term needs assessment .....	72
2.4.1 Population and Service Demand Projections.....	72
2.4.2 Sector Needs and Gap Assessment .....	73
2.4.3 Spatial Distribution of Needs.....	76
2.4.4 Prioritisation of Medium-Term Needs.....	76
2.4.5 Summary of Medium-Term Needs .....	76
2.5 Development Implications .....	77
CHAPTER THREE: KEY DEVELOPMENT PRIORITIES.....	78
3.1 Introduction.....	78
3.2 Summary of Process for Prioritisation of Development Priorities .....	78
3.2.1 Steps in the Prioritisation Process.....	78
3.2.2 Prioritisation Tool and Rationale .....	79
3.2.3 Prioritisation Matrix.....	79
3.3 List of key development priorities .....	81
CHAPTER FOUR: DEVELOPMENT GOALS, OBJECTIVES STRATEGIES AND PROGRAMMES .....	82
4.1 Introduction.....	82
4.2 Development Goals.....	82
4.3 Matrix on Development Goals, Objectives Strategies and Programmes.....	83

4.4 Spatial Representation of the Desired Future Situation (2026–2029) .....	93
CHAPTER FIVE: COMPOSITE DEVELOPMENT PROGRAMMES .....	96
5.1 Introduction.....	96
5.2 Assumptions and methodologies used for the costing.....	96
5.2.1 Reference to PPA Average Price Database .....	96
5.2.2 Use of Unit Cost of Infrastructure Estimator Tool .....	96
5.2.3 Consultancy Services .....	96
5.2.4 Technical and Support Services.....	97
5.2.5 General Assumptions .....	97
5.3 Summary and matrix of a designed programmes to achieve set objectives .....	97
5.4 Summary on joint programming/planning activities .....	104
5.5 Analysis on SEA of programmes.....	104
5.6 Indication of Asset Maintenance for the Planning Period .....	104
5.7 Summary and matrix on Programme financing .....	105
5.8 Revenue Generation Measures .....	109
CHAPTER SIX: ANNUAL ACTION PLANS .....	110
6.1 Introduction.....	110
CHAPTER SEVEN: MONITORING AND EVALUATION ARRANGEMENT .....	173
7.1 Introduction.....	173
7.2 Stakeholder Analysis .....	173
7.3 Monitoring Matrix .....	174
7.4 Intended Evaluation .....	175
7.4.1 Ex-Ante Evaluation.....	175
7.4.2 Mid-Term Evaluation.....	175
7.4.3 Terminal Evaluation.....	175
7.4.4 Participatory Monitoring and Evaluation (PM&E).....	175
7.5 Knowledge Management and Learning Framework.....	176
CHAPTER EIGHT: COMMUNICATION STRATEGY .....	178
8.1 Introduction.....	178
8.2 Formulating the Communication Strategy.....	178
8.2.1 Communication Goals .....	178
8.2.2 Target Audience and Classification.....	178
8.2.3 Communication Objectives.....	179

8.2.4 Key Messages for MTDP Dissemination .....	179
8.2.5 Communication Channels .....	180
8.2.6 Indicators to Assess Communication Effectiveness .....	180
8.3 Communication Strategy Matrix.....	181
ANNEX 1: BIBLIOGRAPHY .....	184
ANNEX 2: KNOWLEDGE MAPPING MATRIX & COMPETENCY MAPPING MATRIX FOR LEARNING .....	186
ANNEX 3: SCALOGRAM ANALYSIS .....	187
ANNEX 4: SWOT ANALYSIS OF KEY DEVELOPMENT ISSUES.....	190
ANNEX 5: COMMUNITY PRIORITIES.....	193
ANNEX 6: PRIORITISATION MATRIX.....	196
ANNEX 7: MONITORING MATRIX.....	199
ANNEX 8: SUSTAINABILITY MATRIX.....	221
ANNEX 9: SOIL MAP OF OFFINSO MUNICIPALITY.....	236
ANNEX 10: POPULATION DISTRIBUTION MAP OF OFFINSO MUNICIPALITY ....	237
ANNEX 11: DEFORESTATION MAP .....	238
ANNEX 12: LOCATION MAP OF EDUCATIONAL FACILITIES.....	239
ANNEX 13: FUNCTIONAL ACCESSIBILITY MAP OF BASIC SCHOOLS .....	240
ANNEX 14: LOCATIONAL MAP FOR HEALTH FACILITIES.....	241
ANNEX 15: FUNCTIONAL ACCESSIBILITY MAP FOR HEALTH FACILITIES .....	242
ANNEX 16: HIERARCHY OF SETTLEMENT MAP .....	243
ANNEX 17: LAND SURFACE TEMPERATURE MAP .....	244
ANNEX 18: ROAD CLASSIFICATION MAP.....	245
ANNEX 19: GOVERNANCE AND SECURITY MAP.....	246
ANNEX 20: GLOSSARY .....	247
ANNEX 21: PUBLIC HEARING REPORTS .....	248

## LIST OF TABLES

Table 1: Performance Review (2022 – 2025) .....	21
Table 2: Financial Performance (2022 – 2025) .....	24
Table 3: Revenue Performance (IGF Only).....	31
Table 4: Employment situation in Offinso municipality .....	36
Table 5: Business and private sector development issues .....	36
Table 6: Key Trade-Supporting Assets and Constraints.....	38
Table 7: Tourism Inventory of Offinso Municipality .....	39
Table 8: Distribution of Educational Institutions in Offinso Municipality (2025).....	41
Table 9: Key educational indicators (2024/25).....	42
Table 10: Population Distribution by Age Group, Offinso Municipality .....	44
Table 11: Estimated composition of municipal solid waste .....	50
Table 12: Sex Distribution of Population, Offinso Municipality .....	51
Table 13: Climate Stress and Sectoral Vulnerabilities in Offinso Municipality .....	57
Table 14: Summary of Climate Projections for Offinso Municipal .....	59
Table 15: Key Sources and Health Implications of Air Pollution .....	61
Table 16: Status of major inland water bodies.....	63
Table 17: Common Peace and Security Challenges .....	67
Table 18: Key disaster incidents, causes, affected communities and mitigation measures .....	70
Table 19: Summary of key development issues .....	71
Table 20: Population Projection (2021–2029).....	72
Table 21: WASH Needs Assessment.....	73
Table 22: Road and Drainage Needs Assessment.....	73
Table 23: Energy Needs Assessment.....	74
Table 24: Education Needs .....	74
Table 25: Health Needs Assessment.....	75
Table 26: LED Needs Assessment.....	75
Table 27: Governance & Emergency Needs.....	75
Table 28: Consolidated Medium-Term Needs (2026–2029).....	76
Table 29: Prioritisation Matrix (Weighted Total Scores Only) .....	80
Table 30: Compatibility of Development Goals.....	82
Table 31: Matrix on Development Goals, Objectives Strategies and Programmes.....	84
Table 32: Programme of Action .....	98
Table 33: Programme Financing.....	106
Table 34: 2026 Composite Annual Action Plan .....	111
Table 35: 2027 Composite Annual Action Plan .....	126
Table 36: 2028 Composite Annual Action Plan .....	141
Table 37: 2029 Composite Annual Action Plan .....	157
Table 38: Stakeholder Analysis Matrix .....	173
Table 39: Communication Strategy Matrix .....	182

## LIST OF FIGURES

Figure 1: Organogram of the Offinso Municipal Assembly .....	17
Figure 2: Locational Map.....	19
Figure 3: Proportion of the AAPs and overall MTDP (2022-2025) implemented .....	20
Figure 4: Population Pyramid .....	27
Figure 5: Woman working in her farm at Asuboi.....	33
Figure 6: Key Health Indicators.....	43
Figure 7: Main source of drinking water .....	47
Figure 8: Types of Household Toilet Facilities .....	48
Figure 9: Method of Solid Waste Disposal.....	49
Figure 10: Housing types .....	51
Figure 11: Multidimensional Poverty Index .....	54
Figure 12: Indicators to Multidimensional Poverty (Average Deprivation Levels).....	55
Figure 13: Aerial overview of the Offinso Township.....	56
Figure 14: Livelihood Vulnerability Index .....	58
Figure 15: Composition of Natural Capital Assets .....	64
Figure 16: Total road length estimate .....	65
Figure 17: Electricity distribution.....	66
Figure 18: Structure Map .....	94
Figure 19: Desired Future Map.....	95

## LIST OF ACRONYMS

Acronym	Meaning
AfCFTA	African Continental Free Trade Area
AAP	Annual Action Plan
BECE	Basic Education Certificate Examination
CHPS	Community-based Health Planning and Services
CLTS	Community-Led Total Sanitation
DACF	District Assemblies Common Fund
DHIMS	District Health Information Management System
DMTDP	District Medium-Term Development Plan
DWSP	District Water and Sanitation Plan
EPI	Expanded Programme on Immunisation
FCUBE	Free Compulsory Universal Basic Education
GES	Ghana Education Service
GHS	Ghana Health Service
GOG	Government of Ghana
IGF	Internally Generated Funds
JHS	Junior High School
LEAP	Livelihood Empowerment Against Poverty
LED	Local Economic Development
M&E	Monitoring and Evaluation
MCE	Municipal Chief Executive
MDAs	Ministries, Departments and Agencies
MDPO	Municipal Development Planning Officer
MMDAs	Metropolitan, Municipal and District Assemblies
MPCU	Municipal Planning Coordinating Unit
MTDP	Medium-Term Development Plan
NDPC	National Development Planning Commission
NMTDPF	National Medium-Term Development Policy Framework
NHIS	National Health Insurance Scheme
OMA	Offinso Municipal Assembly
RCC	Regional Coordinating Council
SDGs	Sustainable Development Goals
SHS	Senior High School
WATSAN	Water and Sanitation Committee

## EXECUTIVE SUMMARY

The 2026–2029 Medium-Term Development Plan (MTDP) of the Offinso Municipal Assembly has been prepared in accordance with the National Medium-Term Development Policy Framework (NMTDPF) 2026–2029, the decentralized planning system enshrined in the 1992 Constitution of the Republic of Ghana, and the Local Governance Act, 2016 (Act 936). The Plan provides a coherent framework to guide the Municipality’s development agenda over the medium term, with the overarching aim of promoting inclusive economic growth, improved service delivery, environmental sustainability, and effective local governance.

The Plan was prepared by the Municipal Planning Coordinating Unit (MPCU), comprising representatives of key decentralized departments and units of the Assembly, including Works, Budget, Finance, Environmental Health, Education, Health, Agriculture, Social Welfare, and the Physical Planning Department, under the technical leadership of the Municipal Planning Officer. The preparation process involved close collaboration with the Regional Planning Coordinating Unit (RPCU), the National Development Planning Commission (NDPC), traditional authorities, civil society organisations, development partners, and other relevant institutions to ensure technical rigor, policy alignment, and local ownership.

The preparation process followed a participatory, consultative, and evidence-based approach. It involved a comprehensive performance review of the 2022–2025 MTDP, a situational analysis of existing conditions, community needs assessments, and stakeholder engagements. Two major public hearings were organised across the municipality to solicit inputs from Assembly Members, traditional leaders, opinion leaders, women and youth groups, persons with disabilities, market associations, farmer groups, civil society organisations, political party representatives, and the general public. Feedback from these consultations significantly informed the identification of key development issues, prioritisation of interventions, and refinement of development programmes.

The performance review of the 2022–2025 MTDP revealed moderate progress in the implementation of planned programmes and projects, particularly in annual action plan execution, local revenue mobilisation, access to basic education and health services, and selected infrastructure delivery. However, persistent challenges were identified, including delays in statutory fund releases, weak sub-district structures, infrastructure deficits, youth unemployment, environmental degradation, disaster risks, and disparities in access to services between urban and rural communities.

The situational analysis examined existing conditions across the economic, social, environmental, infrastructure, and governance dimensions. Findings indicate that the municipal economy remains largely agrarian, supported by a growing service and informal sector. Social sector analysis shows improvements in enrolment, maternal health, and immunisation coverage, alongside challenges related to educational and health infrastructure, sanitation, youth development, and social protection. Environmental analysis highlights increasing climate variability, deforestation, flood risks, air quality concerns, and pressure on natural resources, while governance analysis underscores the need for strengthened institutional capacity, digitalisation, accountability, security, and emergency preparedness.

In response to the identified development issues, the Plan articulates a clear scope and direction for development programmes over the medium term. Priority interventions focus on: strengthening local economic development, MSME growth, and job creation; improving agricultural productivity, food systems, and value chains; expanding access to quality education, health, water, sanitation, housing, and social protection; enhancing infrastructure, energy access, and human settlements; promoting environmental sustainability, climate resilience, and disaster risk reduction; and deepening good governance, peace and security, citizen participation, and institutional effectiveness.

These priorities are operationalised through integrated and spatially targeted development programmes aligned with the NMTDPF 2026–2029. The programmes are costed using standard planning and budgeting assumptions and supported by a financing framework drawing on Internally Generated Funds (IGF), Government of Ghana transfers, the District Assemblies Common Fund (DACF), development partner support, and other innovative financing mechanisms. Measures to strengthen revenue mobilisation, improve financial management, and enhance fiscal sustainability are embedded in the Plan.

Implementation of the Plan will be guided by annual action plans and supported by a robust monitoring and evaluation framework to track progress, assess outcomes, and inform evidence-based decision-making. A communication strategy is also incorporated to promote transparency, accountability, and continuous stakeholder engagement throughout the implementation period.

In conclusion, the 2026–2029 MTDP provides a strategic, inclusive, and implementable roadmap for advancing sustainable development in the Offinso Municipality. Its successful implementation will depend on strong institutional coordination, adequate resource mobilisation, and the collective commitment of the Assembly, development partners, the private sector, civil society organisations, traditional authorities, and the citizenry. Through coordinated action and shared responsibility, the Plan seeks to improve the socio-economic well-being of residents and position Offinso Municipality on a path of inclusive, resilient, and sustainable development.

## **CHAPTER ONE: GENERAL INTRODUCTION**

### **1.1 Introduction**

Chapter One provides a general overview of the Offinso Municipal Assembly and sets the context for the planning process. It presents essential background information on the Municipality's historical and administrative profile, its vision, mission, mandate, core functions, and guiding values. The chapter also describes the Assembly's organizational structure and depicts its geographical location within the Ashanti Region through a locational map. Together, these elements outline the institutional and physical context within which the Municipality's development priorities and strategies for the 2026–2029 period will be defined and implemented.

### **1.2 Background**

'Offinso' comes from the Asante name 'ɔfenso' (meaning settled on top of River Offin) which has been Anglicized. As one of the 43 Districts in the Ashanti Region, Offinso Municipal was established by Legislative Instrument (L.I.) 1909 of 2007. It was carved out of the then Offinso Municipal and split into Offinso Municipal and the Offinso North District.

Administratively, it has four (4) zonal councils, made up of 30 elected Assembly Members and 13 Government Appointees.

### **1.3 Vision**

To position the Offinso Municipal Assembly as a leading local government institution delivering excellent social and economic services, making the municipality a preferred destination for residents, businesses, and investments.

### **1.4 Mission**

To mobilize all available resources and ensure the equitable provision of services for the overall development of the municipality within the framework of good governance.

### **1.5 Functions**

In fulfilment of its mandate, the Offinso Municipal Assembly performs coordinated, deliberative, legislative, and executive functions, including but not limited to the following:

- Ensure the overall development of the municipality.
- Prepare development plans and budgets in accordance with national guidelines.
- Formulate and execute plans, programmes, and strategies for the effective mobilization of resources necessary for municipal development.
- Promote and support productive activities and social development within the municipality.
- Initiate and implement programmes for the development of basic infrastructure.
- Provide and maintain municipal works and services.

- Develop, improve, and manage human settlements and the environment within the municipality.
- Maintain security and public safety in cooperation with relevant national and local security agencies.
- Promote tourism and protect ecosystem services within the municipality.
- Perform any other functions assigned under relevant enactments.

## 1.6 Mandate

The mandate of the Offinso Municipal Assembly (OMA) is derived from Section 245 of the 1992 Constitution and Section 10(3) of the Local Governance Act, 2016 (Act 936). The Assembly is legally empowered to ensure the overall development of the municipality through effective local governance, planning, resource mobilization, and the provision of essential services.

## 1.7 Core Values

The Offinso Municipal Assembly is committed to delivering timely, transparent, and accountable services to its clients, stakeholders, communities, businesses, and the general public. This commitment is guided by the following core values:

- **Accountability:** Taking responsibility for actions and decisions.
- **Anonymity:** Respecting confidentiality where required.
- **Client-Oriented:** Placing the needs and interests of citizens and stakeholders first.
- **Commitment:** Demonstrating dedication to duty and the Assembly's goals.
- **Diligence:** Working efficiently and with care to achieve results.
- **Discipline:** Upholding standards of conduct and professionalism.
- **Impartiality:** Acting fairly and without bias.
- **Integrity:** Maintaining honesty, trustworthiness, and ethical behaviour.
- **Loyalty:** Serving the Municipality faithfully and upholding its mandate.
- **Permanence:** Ensuring sustainable and continuous service delivery.
- **Timeliness:** Providing services promptly and within set timelines.
- **Transparency:** Operating openly to build public trust.

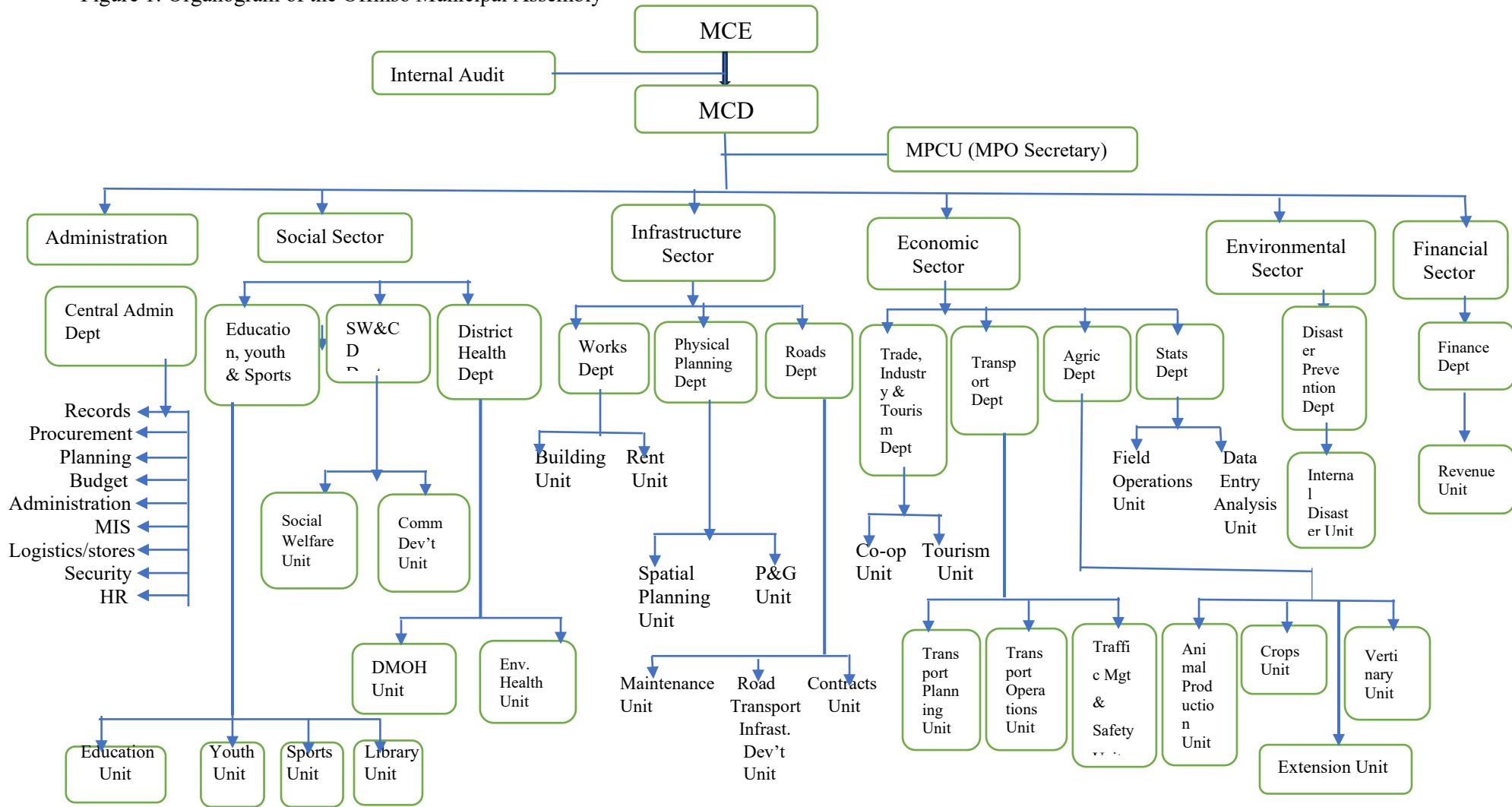
## 1.8 Organizational structure/Organogram

The Offinso Municipal Assembly, like all Metropolitan, Municipal and District Assemblies (MMDAs) in Ghana, operates under a decentralized administrative structure designed to ensure efficient local governance and development planning. The Municipal Assembly is headed by the Municipal Chief Executive (MCE), who serves as the political and administrative head, and supported by the Municipal Coordinating Director (MCD), who oversees the day-to-day administrative and technical functions.

The Assembly's structure is organized into six main functional sectors: Administration, Social, Infrastructure, Economic, Environmental, and Financial. Each sector comprises various decentralized departments, units and sections that provide technical and administrative support for the Assembly's operations. Key departments under these sectors include the Central

Administration, Education, Health, Social Welfare & Community Development, Works Department, Physical Planning Department, Agriculture Department, Disaster Prevention, Forestry, Finance Department, and other specialized units such as Internal Audit and the District Planning Coordinating Unit (DPCU), which coordinates development planning activities. The organogram clearly depicts the lines of authority, reporting, and coordination among the MCE, MCD, Heads of Departments, and various sections, ensuring a clear chain of command and effective service delivery. Figure 1 illustrates the detailed organizational structure of the Assembly.

Figure 1: Organogram of the Offinso Municipal Assembly



Source: MPCU, OMA-2025

## **1.9 Locational map**

Offinso Municipal is in the extreme North-western part of the Ashanti Region, approximately between latitude 7°15'N and 6°95'N, and longitude 1°35'W and 1°75'W. The Municipality covers a total land area of about 591.4 km<sup>2</sup>, representing approximately 2.4 percent of the Ashanti Region's total land area, with an estimated population density of 232 persons per square kilometre.

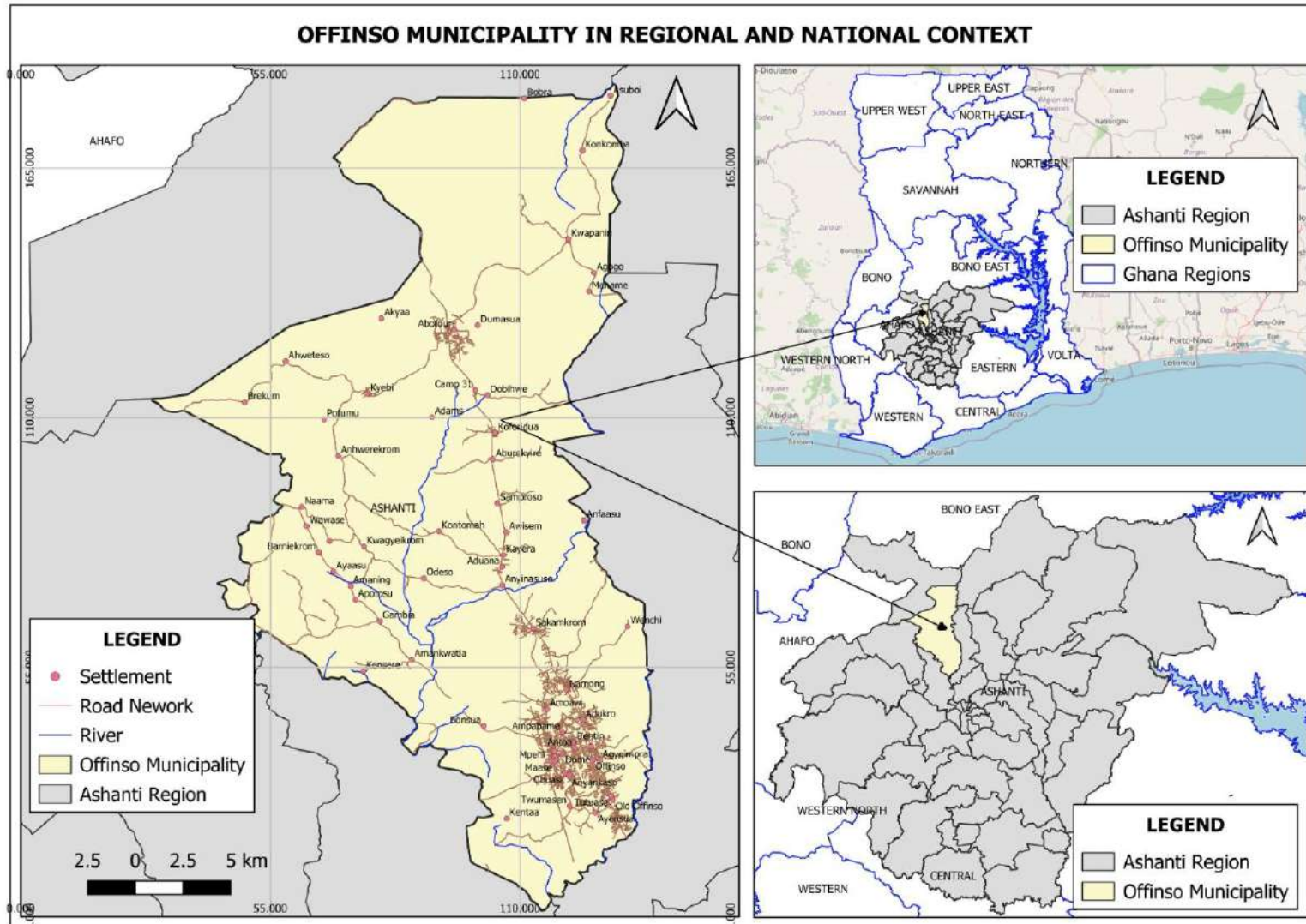
The Municipality shares boundaries with Offinso North District to the north, Ejura-Sekyedumase Municipality to the northeast, Sekyere South District to the southeast, Afigya Kwabre North District to the south, and Atwima Nwabiagya North and Ahafo Ano South-East Districts to the west. The Municipal capital is Offinso, which serves as the main administrative and commercial centre. Figure 2 shows the locational map of Offinso Municipal, highlighting the municipal boundaries, major communities, and the road network linking the settlements.

## **1.10 Structure of the Plan**

MTDP is organized into eight chapters, each addressing a key component of the planning framework in line with the National Development Planning Commission (NDPC) guidelines. Chapter One presents the general introduction, providing background information on the Municipality, its vision, mission, mandate, core values, organizational structure, and locational context. Chapter Two outlines the situational analysis, detailing the current development conditions, sector performance, key issues, and challenges facing the Municipality. Chapter Three highlights the stakeholder consultation processes, community needs assessment, and key development priorities identified through participatory engagement. Chapter Four presents the development priorities, goals, objectives, and strategies aligned with national policy frameworks. Chapter Five outlines the composite development programmes, costing of plan, programme financing, revenue generation measures, and strategic environmental assessment. Chapter Six provides the annual action plans. Chapter Seven presents monitoring and evaluation arrangements, including performance indicators, reporting mechanisms, and feedback processes. Chapter Eight presents the development of communication strategies. The final part includes annexes, maps, data tables, and other relevant supporting information.

This structure ensures that the Plan is comprehensive, participatory, and aligned with national and regional development goals, while addressing the unique needs and aspirations of the Offinso Municipality.

Figure 2: Locational Map



Source: MPCU, OMA, 2025

## CHAPTER TWO: SITUATIONAL ANALYSIS

### 2.1 Introduction

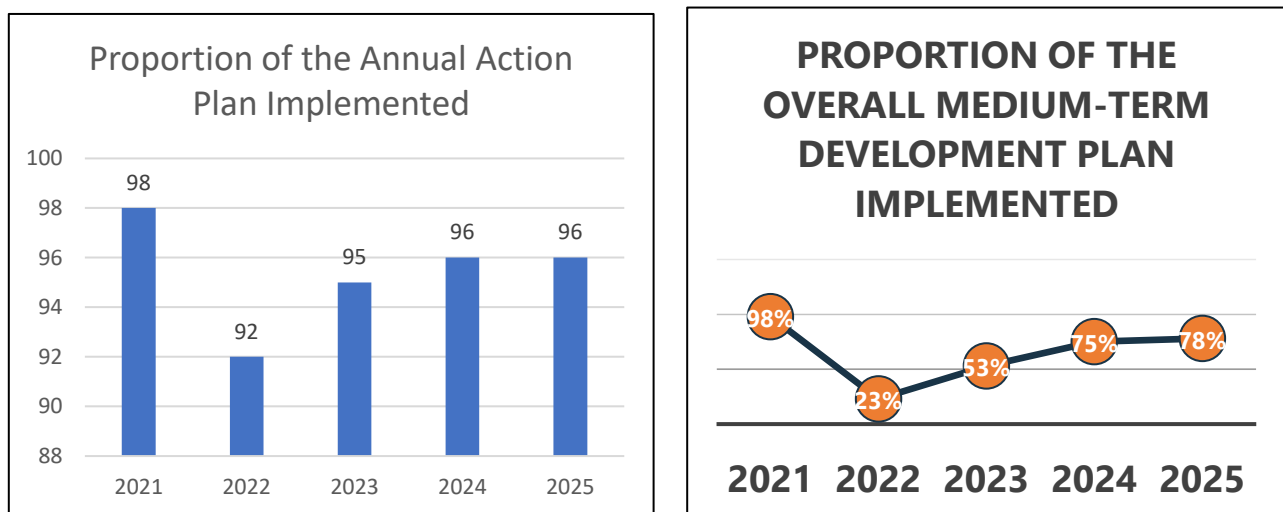
This chapter provides a detailed analysis of the Assembly’s development performance over the previous planning period (2022 – 2025) and examines the current state of the Municipality. It begins with a performance review, including an assessment of the Assembly’s financial performance and the implementation of past programmes and projects. This is followed by an in-depth analysis of the existing conditions across key sectors, highlighting prevailing development trends and challenges. The chapter further presents a summary of the key issues identified through the situational analysis and community consultations. It concludes with an outline of the medium-term needs assessment, which forms the basis for setting priorities and strategies for the 2026–2029 Medium-Term Development Plan.

### 2.2 Performance Review (2022-2025 MTDP)

Generally, the Assembly achieved moderate progress in implementing its planned programmes and projects. Figure 3 presents the proportion of Annual Action Plans (AAPs) and the overall Medium-Term Development Plan (MTDP) implemented over the period 2021–2025. The year 2021 serves as the baseline, marking the end of the previous MTDP (2018–2021).

The chart shows consistently high AAP implementation rates from 2022–2025 (ranging from 92%–96%). Conversely, overall MTDP implementation experienced a slow start in 2022 but improved steadily thereafter, rising from 23% in 2022 to 78% by 2025. These trends, as illustrated in Figure 3, demonstrate strong annual execution accompanied by gradual strengthening of medium-term results.

Figure 3: Proportion of the AAPs and overall MTDP (2022-2025) implemented



Source: 2024 Annual Progress Report, OMA

## 2.2.1 Performance review across development dimensions

The Assembly made steady progress toward achieving its key development objectives under the 2022–2025 Medium-Term Development Plan. Performance across thematic areas reflects both notable gains and persistent challenges faced during the plan period. The lessons from this review will guide the design and implementation of the 2026–2029 Medium-Term Development Plan to improve performance in the years ahead. Table 1 shows the performance of key indicators under the development dimensions of the NMTDPF.

Table 1: Performance Review (2022 – 2025)

Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium Term Target	Cumulative Achievement		Remarks
				Year	Data	
Economic Development	Percentage increase in IGF	10%	25%	2025	18%	Target is on track but below expectations due to late rate collection
	Youth unemployment rate	35%	20%	2025	28%	Skills training implemented but limited job creation
	Percentage of businesses registered	50%	70%	2025	60%	Improved business support
	Percentage of agricultural households accessing extension services	45%	70%	2025	55%	Limited extension officers
Social Development	Gross primary enrolment rate	85%	95%	2025	93%	Significant improvement due to school feeding programme
	Net enrolment rate (basic schools)	75%	90%	2025	85%	Sensitization of the community was beneficial
	Percentage of households with access to potable water	60%	80%	2025	70%	Borehole projects ongoing
	Percentage of births attended by skilled health personnel	65%	85%	2025	80%	Improved CHPS coverage

	Immunization coverage (children under 5)	75%	95%	2025	90%	Effective health outreach
Environment, Infrastructure and Human Settlement	Percentage of roads in good condition	35%	50%	2025	40%	Road reshaping done but limited funding for surfacing
	Percentage of households with access to improved sanitation	50%	70%	2025	55%	Household latrine promotion ongoing
	Percentage of waste collected and disposed properly	45%	70%	2025	50%	Limited trucks and skips
	Percentage of households with access to electricity	80%	95%	2025	90%	Ongoing rural connections
Governance, Corruption and Public Accountability	Percentage of citizens satisfied with Assembly services	50%	70%	2025	65%	Good improvement based on feedback meetings
	Percentage of functional sub-structures	25%	100%	2025	25%	Poor functioning of zonal councils
	Percentage of Assembly bye-laws enforced	40%	70%	2025	50%	Enforcement capacity improving
Emergency Planning and Response	Percentage of health facilities stocked with emergency supplies	20%	50%	2025	25%	Supported by the central government's COVID-19 response
	Percentage of population vaccinated	10%	50%	2025	5%	Very low Covid-19 vaccination
	Percentage of schools with WASH facilities	40%	70%	2025	60%	New WASH projects implemented
Implementation, Coordination and M&E	Percentage of planned activities implemented annually	60%	95%	2025	85%	Steady progress despite funding delays
	Percentage of departments submitting timely reports	60%	100%	2025	70%	Compliance improving

	Percentage of projects monitored quarterly	50%	100%	2025	90%	Routine monitoring improved
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Source: MPCU, OMA, 2025

Under Economic Development, Internally Generated Funds (IGF) increased by 18%, reflecting improved revenue mobilisation. However, the figure fell slightly below target due to delays in rate collection. Youth unemployment declined modestly, supported by the rollout of skills training programmes. Nonetheless, job creation remained limited, pointing to the need for stronger private sector engagement. Business registration improved, with 60% of local enterprises formalised, enhancing the local economic base. Approximately 55% of farming households received agricultural extension support, despite staffing constraints that limited outreach capacity.

Social Development indicators showed encouraging progress. Gross and net enrolment rates improved significantly, driven by community sensitisation and the school feeding programme. Access to safe water also increased, while maternal health outcomes strengthened due to wider CHPS coverage. Immunisation coverage for children under five rose close to target levels, supported by effective health outreach activities.

With Environment, Infrastructure and Human Settlement, rural electrification continued to expand, improving household and community access to power. The proportion of roads in good condition saw a slight improvement through routine reshaping, though funding shortfalls delayed major rehabilitation projects. Sanitation coverage and waste management improved gradually, with ongoing campaigns promoting household latrine construction.

Under the Governance, Corruption and Accountability dimension of development, regular community meetings enhanced citizen engagement and satisfaction with Assembly services. However, sub-district structures continued to underperform, requiring targeted capacity-building interventions. Enforcement of bye-laws showed gradual improvement, contributing to better local governance.

With respect to Emergency Planning and Preparedness, COVID-19 funding enabled most healthcare facilities to stock emergency supplies, thereby strengthening their preparedness and response capacity. Despite these gains, vaccination rates remained very low, highlighting a critical gap that demands focused intervention. WASH facilities in schools increased due to new infrastructure projects, improving hygiene and learning environments.

Despite funding delays, the Assembly successfully implemented approximately 85% of planned activities annually, demonstrating resilience and commitment to development goals. Departmental reporting has improved, with more units submitting timely and comprehensive updates. Project monitoring has been strengthened, enhancing oversight and accountability in the execution of development initiatives.

## 2.2.2 Success Factors

Key factors that contributed to the attainment of planned outcomes included improved local revenue mobilization, active participation of stakeholders in plan implementation, and the commitment of Assembly leadership to monitoring and evaluation activities. Collaborative efforts with development partners and communities also supported the completion of several infrastructure and social service projects.

## 2.2.3 Key Constraints

However, the implementation process was hindered by some critical constraints. Notable among these were delays in the release of statutory funds (particularly the DACF), limited internally generated funds for capital projects, weak sub-district structures, and occasional bottlenecks in procurement and administration. These constraints led to delays in completing some key physical projects and limited the Assembly's ability to meet certain social service delivery targets.

## 2.2.4 Lessons Learnt

Key lessons learnt during the period emphasize the need for stronger financial discipline, diversification of funding sources, including public-private partnerships, timely release of funds, and continuous capacity building for staff and stakeholders involved in plan implementation. Strengthening the performance of sub-district structures and sustaining stakeholder engagement will also be vital to improve accountability and ownership of future development interventions.

## 2.2.5 Financial Performance

An assessment of the financial resources available for implementing the 2022–2025 Medium Term Development Plan (MTDP) reveals that a total of GHS 40,200,646.69 was required to execute the planned activities fully. Of this amount, the Assembly received GHS 33,358,341.08, representing 83% of the total estimated funding requirement. This resulted in a funding shortfall of GHS 6,842,305.61 as illustrated in Table 2.

Table 2: Financial Performance (2022 – 2025)

Source of funds	Total estimated cost of plan (A)	Total amount received (B)	Variance (C = A – B)
GOG	6,815,802.60	3,135,661.23	3,680,141.37
IGF	8,031,610.00	7,663,459.03	368,150.97
DACF	16,377,249.14	14,848,224.44	1,529,024.70
DACF-RFG	3,611,528.93	2,723,039.90	888,489.03
MP (DACF)	2,800,000.00	2,709,330.93	90,669.07

PWD (DACF)	1,200,000.00	1,393,407.80	-193,407.80
M-SHARP/HIV	75,456.02	31,658.50	43,797.52
MAG	19,000.00	18,999.95	0.05
GrEEEn	1,130,000.00	709,434.30	420,565.70
UNICEF	140,000.00	125,125.00	14,875.00
<b>TOTAL</b>	<b>40,200,646.69</b>	<b>33,358,341.08</b>	<b>6,842,305.61</b>

Source: Finance Department, OMA, 2025

Funding was sourced from a mix of government and development partners, including:

- Government of Ghana (GoG)
- Internally Generated Funds (IGF)
- District Assemblies Common Fund (DACF)
- DACF–Responsive Factor Grant (RFG)
- Members of Parliament’s DACF allocation
- DACF allocation for Persons with Disabilities (PWD)
- M-SHARP/HIV programme
- Modernizing Agriculture in Ghana (MAG)
- Performance Based Climate Resilient Grant (PBCRG) – UNCDF - GrEEEn Project
- UNICEF, Japan Embassy, USDOL-WinRock International

Among these, IGF performed relatively well, achieving 81% of its target. This success was largely attributed to intensified revenue mobilization strategies such as:

- Expanding the ratepayer base
- Enhancing property rate collection
- Strengthening enforcement mechanisms

In contrast, some external transfers underperformed. The DACF, for instance, achieved only 67% of its estimated allocation, primarily due to delays in disbursements from the central government. Shortfalls in GoG compensation releases and programme-specific funds further constrained the timely execution of planned interventions. Key challenges to revenue mobilization, among other things included:

- Unpredictable and delayed external fund releases
- Inadequate logistical support for revenue collection
- Incomplete property valuation and database limitations
- Low ratepayer compliance, especially in rural areas

Despite these challenges, the improved performance of IGF proved vital in sustaining priority activities. This underscores the strategic importance of strengthening local revenue generation to reduce dependency on external funding sources and enhance fiscal resilience.

## **2.3 Analysis of existing conditions**

This section presents an in-depth assessment of the existing conditions in the Offinso Municipality across key sectors of development. It examines the social, economic, environmental, and governance dimensions of the municipality, highlighting prevailing trends, opportunities, and challenges that influence local development. The analysis draws on data from the 2021 Population and Housing Census, Annual Progress Reports, sector reports, and stakeholder consultations. It also identifies key spatial and socio-economic disparities and their implications for future planning and sustainable development within the municipality.

### **2.3.1 Demographic Characteristics**

This section presents an overview of the population structure and dynamics of the Offinso Municipal Assembly based on the 2021 Population and Housing Census. It analyses key demographic features such as population size, growth, distribution, age and sex composition, ethnicity, literacy, and employment patterns. The analysis highlights how these characteristics influence current and future development needs, service delivery, and spatial planning within the municipality.

The demographic structure of the municipality presents both opportunities and challenges for sustainable development. While the youthful and growing population can serve as a strong human resource base, it also calls for improved infrastructure, education, housing, and employment creation. The spatial disparities between urban and rural areas underscore the need for balanced development strategies to ensure equitable access to services and opportunities across the municipality.

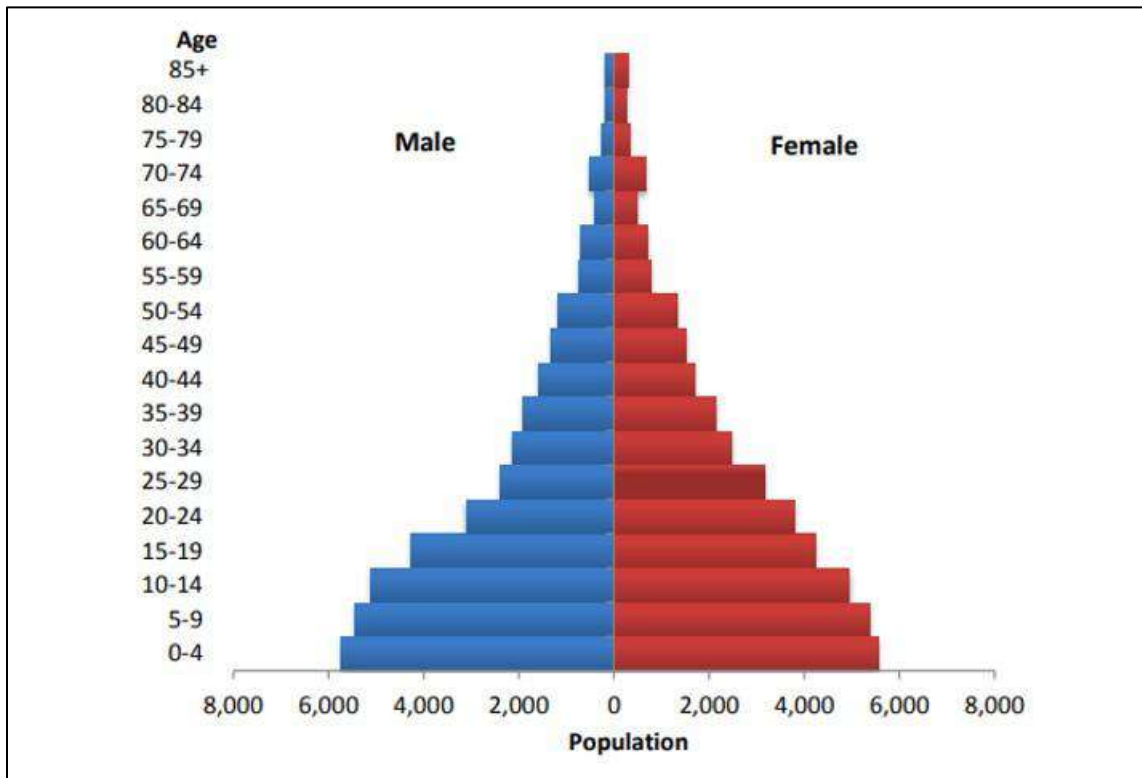
#### **2.3.1.1 Population Size and Growth**

According to the 2021 Population and Housing Census (GSS, 2021), Offinso Municipal has a total population of 137,272, comprising 70,703 females (51.5%) and 66,569 males (48.5%), giving a sex ratio of 94.2. The population growth rate of 2.1 percent reflects a steady increase consistent with national trends. The municipality's growth is influenced by natural increase moderate in-migration, and its proximity to major towns such as Kumasi and Techiman. The rising population exerts pressure on social services, housing, and employment, particularly in fast-growing urban zones such as Offinso, Abofour, and Namong.

#### **2.3.1.2 Age and Dependency Structure**

The municipality's age structure shows a young population, with 41.8% below 15 years, 20.1% youth (15–24 years), and 4.6% aged (65+ years). The dependency ratio of 86.8 (92.2 for males, 82.1 for females) indicates a relatively high proportion of dependents to the working-age population. The youthful population presents opportunities for labour supply and innovation but also demands increased investment in education, job creation, and health. Spatially, dependency is higher in rural areas where fertility rates are relatively elevated and economic opportunities fewer. Figure 4 shows the population pyramid of the Offinso Municipality.

Figure 4: Population Pyramid



Source: GSS, 2021 PHC

### 2.3.1.3 Spatial Distribution and Settlement Pattern

The municipality exhibits a near-even population distribution between rural (50.7%) and urban (49.3%) areas across 137 communities. Settlements such as Offinso, Kokote, and Abofour serve as urban service centres, while communities like Samproso, Bonsua, and Kayera remain predominantly agrarian and rural. The spatial distribution implies that service delivery (education, health, water, sanitation) must be planned to bridge the rural-urban gap. Urban expansion calls for improved spatial planning to manage land use, congestion, and environmental degradation.

### 2.3.1.4 Ethnicity and Religion

The population is predominantly Akan (59.3%), followed by Mole-Dagbani (22.7%), Mande (5.1%), Guan (0.6%), and other minor groups (4.8%). In terms of religion, 66.5% are Christians, 27.5% Muslims, 5.3% unaffiliated, and 0.6% traditionalists. The ethnic and religious diversity fosters social cohesion but requires inclusive governance and culturally sensitive programming to sustain unity, especially in heterogeneous communities such as Abofour and Namong.

### 2.3.1.5 Literacy and Educational Attainment

The literacy rate for persons aged 6 years and older is 70.5%, higher among males (74.6%) than females (66.7%). Access to educational infrastructure remains uneven, with urban communities enjoying better school facilities and teacher distribution. The literacy gap between males and

females may limit women's participation in formal employment and local governance. Targeted education and skills programmes, especially for rural and female youth, are crucial for inclusive human capital development.

### **2.3.1.6 Labour Force and Employment**

Among the population aged 15 years and above, 47.1% are engaged in services, 40.4% in agriculture, and 12.5% in industry. The service sector dominates in urban areas like Offinso and Abofour, while agriculture remains the main livelihood source in rural communities such as Bonsua, Samproso, and Kayera. The municipal economy is gradually shifting from agriculture to services, yet most rural households depend on subsistence farming. Diversification and value addition in agriculture, coupled with local economic development initiatives, are needed to create jobs and reduce rural poverty.

### **2.3.2 Physical Characteristics**

The physical characteristics of the Offinso Municipality describe the natural environment within which development takes place. These include the area's topography, relief, weather, climate, drainage, soils, vegetation, and natural resources. Together, they shape land use patterns, settlement distribution, agricultural productivity, and environmental sustainability. Understanding these features is essential for guiding spatial planning, infrastructure development, and climate-resilient interventions within the 2026–2029 planning period.

#### **2.3.2.1 Topography and Relief**

The Offinso Municipality lies within the forest zone of the Ashanti Region and occupies a moderately undulating terrain with elevations ranging between 150 and 500 metres above sea level. The landscape is characterized by low hills, broad valleys, and scattered rock outcrops, particularly in the central and southern parts. These variations influence settlement patterns, land use, and infrastructure development. Low-lying areas along river valleys are prone to seasonal flooding, which periodically affects farming and housing, underscoring the need for proper land use and flood control measures.

#### **2.3.2.2 Weather and Climate**

Offinso lies within the semi-deciduous forest climatic zone, experiencing a bimodal rainfall pattern. Annual rainfall averages between 1,250mm and 1,750mm, with a major rainy season from March to July and a minor one from September to November. Temperatures range between 21°C and 32°C throughout the year. Increasing variability in rainfall and temperature, attributed to climate change, has led to erratic farming seasons, crop losses, and a rise in local flooding and drought incidents. These changing climatic conditions call for climate-smart agriculture and resilient infrastructure planning.

### **2.3.2.3 Drainage and Water Resources**

The Municipality is drained mainly by the River Offin and its tributaries, which serve as vital sources of water for domestic, agricultural, and industrial use. However, unsustainable farming and sand winning activities along riverbanks have resulted in siltation and declining water volumes. Some valleys remain waterlogged, especially during the rainy season. The degradation of these water bodies poses a long-term threat to agricultural productivity, aquatic ecosystems, and water supply reliability for both urban and rural communities.

### **2.3.2.4 Vegetation and Biodiversity**

The natural vegetation is moist semi-deciduous forest dominated by species such as Odum, Wawa, Mahogany, and Sapele. However, large portions have been degraded through logging, farming, and charcoal production, giving rise to secondary vegetation. The remaining forest patches and reserves provide vital ecosystem services, including carbon sequestration, soil conservation, and micro-climate regulation. Continued deforestation could lead to loss of biodiversity, soil erosion, and reduced water retention capacity, thereby increasing vulnerability to climate impacts.

### **2.3.2.5 Soils and Geology**

The Municipality is underlain by the Birimian and Tarkwaian rock formations, supporting soils such as acrisols, leptosols, and lixisols types, which are fertile and suitable for diverse crops like cocoa, maize, cassava, and plantain. However, intensive cultivation without proper conservation measures has contributed to soil depletion and erosion, especially on slopes and along waterways. Granite deposits in the south and south-eastern parts (around Anyinasuso and Tutuase) and sand and clay resources present economic opportunities but also raise environmental management concerns when extraction is uncontrolled. Annex 6 shows the different soil types of the municipality.

### **2.3.2.6 Natural Resources and Environmental Sustainability**

Offinso's forests, fertile soils, and mineral deposits are key natural assets underpinning its economy. However, climate-related extremes such as erratic rainfall, floods, and bushfires threaten their sustainability. Deforestation and unsustainable resource exploitation have increased soil erosion, reduced water quality, and degraded habitats. (see Annex 8). Strengthening community-based natural resource management, promoting reforestation, and enforcing environmental regulations are essential for maintaining ecological balance and supporting sustainable livelihoods.

### **2.3.2.7 Summary Implications of Physical Characteristics for Development**

The Municipality's physical environment offers both opportunities and challenges for development. Fertile soils and rich forest resources support agriculture and agro-based industries, while the undulating relief and granite deposits present opportunities for quarrying and construction. However, environmental degradation, soil erosion, and deforestation threaten long-term productivity and settlement safety. Poor drainage and the encroachment of flood-prone areas

require integrated land use and spatial planning. Climate variability further calls for adaptive infrastructure and resource management to ensure sustainable socio-economic development.

### **2.3.3 Economy**

The municipal economy is primarily agrarian, supported by a growing service and informal sector, emerging local industries, and untapped tourism potential. Agriculture remains the backbone, employing more than half of the population and providing the main source of income, while the private and informal sectors drive small-scale trading, artisanal activities, and local manufacturing. Employment is largely informal, with youth unemployment and underemployment persisting due to limited industrial expansion and skill mismatches. The tourism sub-sector, though endowed with significant natural and cultural resources, remains underdeveloped but offers high potential for local revenue generation, job creation, and spatially balanced growth if properly harnessed. Strengthening linkages among these economic sectors through improved infrastructure, skills development, and investment promotion will be crucial for the sustainable and inclusive economic transformation of the municipality.

#### **2.3.3.1 Internally Generated Funds**

Internally Generated Funds (IGF) remain a key source of revenue for financing local development activities in the Offinso Municipal Assembly. Over the 2023–2025 period, IGF performance has shown moderate improvement yet remains below target. Total IGF collection increased from GHS 1,841,486.60 in 2023 to GHS 2,358,003.56 in 2024. As of September 2025, an amount of GHS 1,680,930.19 representing 62.3% of the annual target (GHS 2,700,110.00) had been realized. However, a careful analysis of the IGF performance over the 4-year period 2022-2025 reveals a 96.8% realization of estimated IGFs (GHS 8,761,762.29 out of GHS 9,053,960.00). The main revenue drivers for the period 2023 to 2024 include fees (40.1%) and licenses (32.2%), followed by property rates (12.9%) and land-related revenues (10.7%). Table 3 shows the revenue performance for IGF.

Table 3: Revenue Performance (IGF Only)

ITEM	2023		2024		2025			% performance as per Items as at September $\frac{Item Actual}{Subtotal Actual} \times 100$
	Budget	Actual	Budget	Actual	Budget	Actual as at September	% performance as at September $\frac{Actual}{Budget} \times 100$	
Property Rate	271,000.00	104,320.16	295,000.00	142,295.00	350,000.00	202,586.30	57.88	12.90
Basic Rate	5,000.00	5,040.00	10,000.00	5,055.00	10,000.00	4,000.00	40	0.25
Fees	528,000.00	521,631.00	1,146,490.00	1,098,109.81	958,250.00	629,345.00	65.68	40.06
Fines	3,000.00	5,749.00	4,000.00	650.00	14,000.00	950.00	6.79	0.06
Licenses	397,000.00	264,172.34	362,660.00	290,776.80	650,860.00	504,996.89	77.59	32.15
Land	200,000.00	240,710.50	405,000.00	315,864.55	495,000.00	168,552.00	34.05	10.73
Rent	67,000.00	496,963.60	342,000.00	405,252.40	72,000.00	60,500.00	84.03	3.85
Investment	50,000.00	68,200.00	50,000.00	0.00	0.00	0.00	0.	0
								93.46
Sub-Total	1,471,000.00	1,706,786.60	2,610,150.00	2,258,003.56	2,550,110.00	1,570,930.19	61.60	
Royalties	100,000.00	134,700.00	150,000.00	100,000.00	150,000.00	110,000.00	73.33	6.54
Total	1,571,000.00	1,841,486.60	2,760,150.00	2,358,003.56	2,700,110.00	1,680,930.19	62.25	100

Source: Finance Dept. OMA, 2025

Despite the overall improvement, collections from fines and investments remain minimal, and land-related revenues continue to underperform due to valuation challenges, weak enforcement, and limited logistics for revenue mobilization. Spatially, higher IGF contributions are concentrated in urban areas such as Offinso New Town, Abofour, and Anyinasuso, where economic activities and property values are relatively higher. Rural communities contribute less due to smaller markets and limited rateable properties.

The uneven IGF performance limits the Assembly’s capacity to finance local infrastructure and social services independently. Strengthening property rate administration, automating revenue collection, expanding the tax base in emerging settlements, and enforcing compliance can enhance fiscal autonomy and sustain future development investments. Without such measures, dependence on central government transfers will continue to constrain timely project implementation.

### **2.3.3.2 Local Economic Development**

Local Economic Development (LED) in Offinso Municipality aims to promote inclusive and sustainable economic growth through partnerships among the Assembly, private sector, and communities. The Department of Agriculture and the Business Resource Centre (BRC) remain the lead government agencies implementing LED activities, particularly in agriculture and small-scale enterprise development.

Past LED interventions such as the Planting for Food and Jobs, and Planting for Export and Rural Development (PERD) have enhanced agricultural productivity and diversified the local economy. However, the lack of financial sustainability, poor feeder roads, limited access to credit, and inadequate extension services have constrained progress, especially in rural communities. The local economy is predominantly informal, employing about 80 percent of the active labour force. Key enterprises include Kumasi Cement Ghana (KCG) Factory, Dupaul Wood Processing Ltd., Peco Drinking Water, and several SMEs engaged in agro-processing, trading, and artisanal work. Major commercial hubs such as Abofour, Anyinasusu, Kokote, and New Town host vibrant markets that attract traders regionally and serve as revenue sources for the Assembly.

The municipality's physical and natural endowments such as fertile lands, forest resources, and proximity to the Kumasi-Techiman highway present strong opportunities for agribusiness, manufacturing, and tourism. The Business Resource Centre continues to support local entrepreneurs with training, business development services, and technology transfer, though access to start-up capital remains a major limitation. Based on stakeholder consultations, three LED priority areas have been identified for promotion in the medium term:

- Pawpaw production and processing
- Oil palm production and processing
- Tourism development (Fish Sanctuary at Anyinasusu)

These sectors have strong potential to generate employment, especially for PWDs, youth and women, and enhance household incomes through value addition. Spatially, LED activities are concentrated around Abofour, Offinso New Town, and Kokote, where infrastructure and services are better developed. To ensure balanced growth, the Assembly must improve rural access roads, expand market infrastructure, strengthen business financing mechanisms, and promote agro-processing and eco-tourism. Strengthened LED will enhance local income generation, create jobs, and contribute significantly to sustainable economic transformation within the municipality.

### **2.3.3.3 Agriculture**

Agriculture remains the backbone of the Offinso Municipal economy, contributing approximately 51 percent to total local output and employing more than half of the active labour force. The sector is dominated by smallholder farmers engaged in the cultivation of both cash and food crops such as cocoa, plantain, cassava, yam, maize, vegetables, and oil palm, alongside poultry and livestock rearing. Production is largely rain-fed and subsistence in nature, with limited mechanization and value addition.

Spatially, agricultural activity is concentrated in the rural communities of Abofour, Anyinasusu, Bonsua, Namong, and Amoawi, where fertile forest ochrosols and lateritic soils support high-yield crop production. However, inadequate irrigation facilities, poor feeder road networks, and post-harvest losses continue to constrain agricultural productivity. Access to farm inputs such as improved seeds, fertilizers, and tractor services remains uneven across communities, deepening rural economic disparities.

Women constitute a significant proportion of the agricultural workforce but face persistent barriers including limited access to land ownership, credit, and extension services. Their productivity is further constrained by household responsibilities, which reduce their available labour time for farming. Gender inequality in farmer-based organizations also limits women's participation in decision-making and access to market information and financial resources.

Figure 5: Woman working in her farm at Asuboi



Source: CRVA Report, OMA, 2025

The Agriculture Department and the Business Resource Centre continue to provide extension and training support under programmes such as Planting for Food and Jobs and Planting for Export and Rural Development. These initiatives have improved local food supply and diversified crop production. However, inadequate funding and logistics have limited their reach, especially to remote farming communities.

Agriculture has strong potential for job creation, food security, and export diversification if properly supported. Improving access to agricultural financing, mechanization, and extension services particularly for women will enhance productivity and inclusiveness. Expanding feeder roads, storage, and processing facilities around production belts such as Abofour and Namong will strengthen local value chains and reduce post-harvest losses. Future development efforts should

therefore prioritize climate-smart agriculture, gender-responsive interventions, and agro-processing infrastructure to sustain livelihoods and promote rural economic transformation.

#### **2.3.3.4 Food Systems Transformation, Nutrition Security and Climate Action**

Food systems in the municipality are predominantly smallholder-based, with over half of the population engaged in crop and livestock production. The agricultural sector supplies most local food needs, yet the system remains vulnerable to climate variability, post-harvest losses, and weak market linkages. Food processing is limited and largely informal, dominated by small-scale cassava, palm oil, and pawpaw processors with inadequate access to modern technologies and storage infrastructure.

Food safety and hygiene remain major concerns across local markets and food vending points. Inadequate enforcement of food hygiene regulations, coupled with poor storage facilities, leads to spoilage and health risks. Climate-induced disruptions such as erratic rainfall, flooding, and prolonged dry spells also affect crop yields and livestock productivity, threatening household food and nutrition security.

Although initiatives such as Planting for Food and Jobs and Planting for Export and Rural Development have improved access to improved seeds and inputs, adoption of climate-smart and sustainable agricultural practices remains low. Weak value chain coordination further limits opportunities for processing, distribution, and employment creation, particularly for women and youth engaged in small-scale food enterprises.

A key challenge is the growing incidence of food price volatility and dietary imbalance, especially among low-income households. This has implications for nutrition outcomes, particularly for children and women of reproductive age. Strengthening nutrition-sensitive agriculture, promoting food safety awareness, and reducing food loss and waste through improved post-harvest management are therefore essential.

If not addressed, weak and climate-vulnerable food systems could deepen poverty, worsen malnutrition, and erode economic gains. Strengthening Offinso's food systems through sustainable production, improved storage and processing, and integration of climate-smart practices will enhance resilience, promote inclusive livelihoods, and ensure food and nutrition security for all households.

#### **2.3.3.5 Digitalization and Innovation**

The Offinso Municipal Assembly has made significant progress in integrating digital technologies into its governance and service delivery systems. The Assembly now fully utilizes key digital platforms, including the District Development Data Platform (DDDP) for development planning and reporting, Records Management Software for administrative efficiency, GIFMIS for financial management, and the DLRev Software for enhanced revenue mobilization and tracking. Capacity-building initiatives are ongoing to ensure staff effectively adopt GHANEPS for electronic procurement and the Smart Workplace Platform for internal communication and document

management. The Assembly also operates a functional and regularly updated official website — [www.ofma.gov.gh](http://www.ofma.gov.gh) — which serves as a key public information and transparency portal.

Beyond administrative digitisation, the municipality is witnessing a growing embrace of digital tools in commerce and social life. Mobile money transactions, social media marketing, and online business networking are increasingly popular, especially among youth entrepreneurs and traders in Abofour, New Offinso, and Anyinasuso. However, gaps persist in ICT infrastructure, digital literacy, and internet connectivity, particularly across rural communities, limiting the full realisation of digital transformation benefits.

The expansion of ICT education in schools and through the Business Resource Centre (BAC) provides opportunities for innovation, job creation, and economic diversification. Strengthening ICT training, improving broadband access, and supporting small businesses with digital tools will enhance productivity and competitiveness across all sectors of the municipal economy.

Digitalisation has become a central pillar of the municipality’s economic and administrative modernization. The integration of ICT systems across departments has improved service efficiency, data-driven planning, and fiscal transparency. However, unequal access to internet and digital tools, particularly in rural areas, poses a challenge to inclusive growth. Strengthening infrastructure, expanding digital literacy programmes, and supporting ICT entrepreneurship will be critical to sustaining the gains and positioning Offinso Municipality for a fully digital local economy.

### **2.3.3.6 Employment**

Employment in the Offinso Municipality is largely informal, with approximately 80 percent of the labour force engaged in agriculture, petty trading, craftwork, and small-scale manufacturing. The formal sector including education, health, and public administration accounts for a small proportion of total employment. Youth unemployment remains a major concern, particularly among graduates and secondary school leavers who lack employable and entrepreneurial skills.

Limited industrial activities, inadequate private investments, and weak linkages between training institutions and the job market have contributed to underemployment and rural–urban migration. Although interventions such as the National Youth Employment Programme, Ghana TVET initiatives, and support from the Business Advisory Centre (BAC) now Business Resource Centre (BRC) have created temporary opportunities, most of these jobs are not sustainable or adequately remunerated.

Table 4: Employment situation in Offinso municipality

<b>Indicator</b>	<b>Baseline (2021)</b>	<b>2025 Estimate</b>	<b>Trend/Observation</b>
Unemployment Rate	28%	25%	Declining slightly due to government employment schemes
Youth Unemployment Rate	35%	30%	Persistent due to limited private sector absorption
Labour Force in Agriculture	55%	51%	Gradual diversification toward services
Labour Force in Industry	12%	15%	Slow growth in small-scale processing and construction

Source: Labour Office, OMA, 2025

### **Implications for Development**

Without targeted investment in vocational and entrepreneurial training, unemployment and underemployment may continue to fuel rural–urban drift and social vulnerability. The Assembly must strengthen public-private partnerships to promote enterprise development, support youth skills upgrading, and integrate LED strategies into the job creation agenda.

#### **2.3.3.7 Business and Private Sector Development**

The private sector in Offinso Municipality is dominated by micro and small enterprises involved in retail trade, agro-processing, transportation, and construction. Most businesses operate informally, with limited access to credit, poor record keeping, and low productivity. The Business Resource Centre provides entrepreneurship and business development services, including training, product development, and linkage to microfinance institutions.

However, the enabling environment for private sector growth remains weak due to inadequate modern market infrastructure, erratic electricity supply in some peri-urban and rural areas, and the absence of an industrial zone (Table 5). The Abofour and Kokote markets serve as major commercial hubs, attracting traders from neighbouring municipalities, while roadside trading is prevalent in smaller communities.

Table 5: Business and private sector development issues

<b>Constraint</b>	<b>Effect</b>	<b>Development Implication</b>
Limited access to credit	Restricts business expansion	Need to deepen partnerships with rural banks and microfinance institutions
Poor infrastructure (roads, electricity, ICT)	Increases cost of doing business	Requires infrastructure investment in business corridors
Inadequate business registration and regulation	Reduces local revenue and planning data	Need for intensified IGF mobilization and business formalization
Low technology adoption	Limits productivity	Calls for SME capacity development and innovation support

Source: BRC, OMA, 2025

Promoting a dynamic private sector will enhance local revenue, employment, and innovation. Strengthening the BAC, improving infrastructure in commercial centers, and supporting SME clusters in agro-processing and trade can significantly boost economic resilience and growth.

### **2.3.3.8 Industry and Commerce**

Industry and commerce within the municipality are modest but vital to the local economy, largely dominated by small and medium-scale enterprises (SMEs) engaged in agro-processing, woodworks, welding, block-making, tailoring, and trading. Major enterprises such as Dupaul Wood Processing Company, Kumasi Cement Ghana Factory, Peco Drinking Water, and several artisanal workshops contribute to employment generation and local revenue. Commercial activities are concentrated around key market centres at Abofour, Anyinasusu, Kokote, and New Offinso, serving both residents and traders from adjoining districts and regions.

However, challenges such as inadequate access to credit, unreliable power supply, poor market infrastructure, and limited entrepreneurial capacity constrain business expansion and competitiveness. With improved infrastructure, business development services, and promotion of value addition in agricultural products, the municipality can strengthen its industrial base and stimulate sustained local economic growth.

### **2.3.3.9 African Continental Free Trade Area (AfCFTA) and Local Trade Competitiveness**

The Offinso Municipal economy is well-positioned to benefit from the African Continental Free Trade Area (AfCFTA), given its strategic location along the Kumasi–Techiman corridor and its strong agricultural base. The municipality’s economic structure is dominated by small and medium enterprises (SMEs) engaged in agro-processing, carpentry, trading, and manufacturing of building materials. However, limited access to finance, weak market linkages, and poor infrastructure constrain their participation in broader regional trade networks.

Local trade is largely informal and centred around key market hubs at Abofour, Anyinasusu, and Kokote, which serve as major aggregation points for agricultural commodities such as maize, yam, cassava, plantain, watermelon, pawpaw, and palm oil. These products hold potential for competitive advantage under AfCFTA due to their availability, growing regional demand, and scope for value addition. Pawpaw and oil palm processing in particular present viable export opportunities if properly branded and certified to meet regional market standards.

Infrastructure to support trade—such as road networks, storage facilities, and logistics systems—remains underdeveloped. Poor road connectivity between farming communities and the Abofour and New Offinso markets increases post-harvest losses and transport costs. Additionally, small enterprises face barriers such as limited knowledge of trade regulations, inadequate quality assurance mechanisms, and low access to business support services including export financing and product certification.

Table 6: Key Trade-Supporting Assets and Constraints

Trade Enabler/Constraint	Status/Condition	Implication for AfCFTA Readiness
Major market centres (Abofour, Kokote, Anyinasusu)	Functional but lack modern infrastructure	Limits regional competitiveness and product branding
Agro-processing enterprises (pawpaw, oil palm, cassava)	Active but small-scale	Require capacity building and technology upgrade for export readiness
Road and logistics network	Poor in rural production zones	Increases cost of transportation and reduces trade efficiency
Business support and export advisory services	Weak local capacity	Limits MSME participation in AfCFTA markets
Access to finance and credit	Limited	Constrains investment in value addition and certification

Source: MPCU, OMA, 2025

Leveraging AfCFTA requires strengthening Offinso’s production base, improving road and market infrastructure, and building the capacity of SMEs in quality assurance, packaging, and trade documentation. Without deliberate investment in trade logistics and enterprise development, the municipality risks missing out on emerging continental trade opportunities. Integrating AfCFTA strategies into the local economic development framework will foster value addition, job creation, and inclusive economic growth.

### 2.3.3.10 Tourism

Tourism in Offinso municipality remains largely untapped despite its rich mix of natural, cultural, and historical assets. Key attractions include the Anyinasusu Fish Sanctuary, Asuboi Waterfalls, Kentaa Caves, Abofour Virgin Forest, and the Tutuampa Shrine, which together hold potential for eco-tourism, adventure, and cultural experiences. The Offin River landscape, Offinso Traditional Palace, and vibrant market centres such as Abofour, Anyinasusu, Kokote, and New Offinso also offer opportunities for community-based and cultural tourism.

However, the development of these sites is constrained by poor access roads, lack of ancillary facilities, limited promotion, and weak coordination among stakeholders. The absence of structured investment and inadequate budgetary support have hindered the municipality’s ability to harness these potentials for job creation and revenue mobilization.

Spatially, most tourism sites lie in rural and peri-urban zones with poor road networks (e.g., Tutuampa, Asuboi, and Kentaa), limiting accessibility and private sector interest. Climate risks such as deforestation and erosion threaten sites like the Abofour forest and Offin River ecosystem.

Without strategic investments, the municipality risks losing these assets to degradation and underutilization. Conversely, integrating tourism into local economic development—through public-private partnerships, branding, and site infrastructure—can diversify livelihoods, increase IGF, and stimulate complementary sectors such as hospitality, crafts, and transport. Table 7 shows the Tourism Inventory of the Offinso Municipality.

Table 7: Tourism Inventory of Offinso Municipality

No.	Tourism Site / Attraction	Location / Community	Type (Nature / Cultural / Heritage)	Current Condition	Development Potential	Immediate Actions / Priorities
1	Anyinasusu Fish Sanctuary	Anyinasusu	Nature / Eco-tourism	Tree planting along the buffer zone	High – eco-park, recreational site	Develop access road, visitor facilities, signage
2	Asuboi Waterfalls	Asuboi	Nature / Adventure	Partly known, no facilities	High – adventure and leisure site	Conduct feasibility and promote private investment
3	Abofour Virgin Forest	Abofour	Nature / Conservation	Forest cover reducing	High – nature trails, conservation education	Protect forest, establish eco-tour route
4	Kentaa Caves	Kentaa	Adventure / Heritage	Inaccessible, unprotected	Moderate to high – cultural & eco-tourism	Improve access, document historical value
5	Tutuampa Shrine	Tutuampa	Cultural / Heritage	Active shrine	High – spiritual and heritage tourism	Engage traditional leaders for guided access
6	Offin River & Valleys	Stretch across municipality	Nature / Scenic	Prone to erosion, unregulated use	Moderate – eco and recreation corridor	Reforestation, riverside recreation plan
7	Offinso Traditional Palace & Festivals	Offinso Old Town	Cultural / Heritage	Functional but unpromoted	High – Asante heritage tourism	Support documentation, annual festivals, cultural centre
8	Major Market Centres (Abofour, Anyinasusu, Kokote, New Offinso)	Urban/peri-urban centres	Cultural / Market	Active, overcrowded	Moderate – cultural and market tourism	Market redevelopment, tourism branding
9	Fishponds / Hatchery	Offinso Old Town	Agri-tourism	Functional	Moderate – demonstration and education	Integrate with tourism and youth training
10	Forest Reserves (e.g., Afram Headwaters extension)	Outskirts / rural periphery	Nature / Eco-tourism	Protected	Moderate – eco-tourism and research	Strengthen protection, develop nature study trails

Source: Tourism Desk, OMA, 2025

### **2.3.3.11 Innovation and Research Partnerships**

Innovation and research partnerships in Offinso Municipality remain limited but present strong potential for local economic transformation. The municipality hosts over 120 basic schools, 3 SHSs and 1 TVET institution, offering opportunities for school-based innovation clubs and STEM partnerships, although these are not fully leveraged. MSMEs in agro-processing, carpentry, oil palm extraction, tailoring, and micro-manufacturing lack access to research support from universities and technical institutions in Kumasi (KNUST, CSIR, Kumasi Polytechnic), despite the short spatial proximity (35–50 km). The absence of structured collaboration results in minimal technology transfer, low product quality standards, and limited competitiveness in regional markets.

Recent digitisation efforts—DDDP, Drev, Smart Workplace, GIFMIS—show growing institutional readiness for innovation, but private-sector uptake remains low due to cost of ICT tools, weak internet connectivity in rural zones (e.g., Namong, Adukro, Koforidua), and limited innovation financing. Strengthening partnerships with research bodies, creating local innovation challenges, and establishing small business incubators can support product development, agro-processing efficiency, and youth technology start-ups, positioning Offinso as a niche innovation corridor within northern Ashanti.

## **2.3.4 Social**

The social sector of the Municipality plays a pivotal role in enhancing human development and social well-being. It encompasses education, health, nutrition, social and child protection, water and sanitation, housing, gender, migration, family life, aged care, and youth development. These areas collectively determine the quality of life and human capital formation necessary for inclusive and sustainable development. Despite significant progress in expanding access to education, healthcare, and basic social services, disparities persist between urban and rural communities. Issues such as inadequate infrastructure, gender inequality, youth unemployment, and weak social protection systems continue to affect vulnerable groups. Addressing these challenges requires coordinated and equitable investments in social infrastructure, community participation, and strengthened institutional frameworks to promote social inclusion and resilience across all communities in the municipality.

### **2.3.4.1 Education**

Education remains a key development priority in the municipality, with efforts focused on improving access, equity, and quality across all levels. The municipality has a well-structured educational system made up of public and private institutions at the basic, secondary, and technical levels. As shown in Table 8, public schools dominate the education landscape, especially at the basic level (Kindergarten to Junior High), while private schools play a complementary role, particularly in early childhood and primary education.

Table 8: Distribution of Educational Institutions in Offinso Municipality (2025)

Level of Education	Public Schools	Private Schools	Total
Kindergarten (KG)	58	20	78
Primary	58	20	78
Junior High School (JHS)	20	13	33
Senior High School (SHS)	3	1	4
Technical & Vocational (TVET)	1	0	1
Total	140	54	194

Source: Offinso Municipal Education Directorate, 2025

Spatial disparities, however, persist between urban and rural communities. Well-resourced schools are concentrated in peri-urban areas such as Abofour, New Town, Asamankama, and Kokote, whereas rural settlements like Camp, Naama, and Anfaaso continue to face inadequate infrastructure, poor classroom conditions, and limited teacher accommodation. These inequalities affect school attendance and academic performance. Furthermore, the limited number of Senior High Schools (3) and one TVET centre restricts access to secondary and technical education, affecting youth transition to higher learning and employable skills. The locational map of educational facilities in the Offinso Municipality is shown in Annex 9.

Enrolment trends over the past three years show modest but sustained improvement at the basic education level, largely attributable to interventions such as the Ghana School Feeding Programme, Free SHS policy, and improved access to teaching and learning materials. Gross enrolment rates remain above 100 percent at both the primary and JHS levels, reflecting continued in-migration and late entry into the school system. Completion at the JHS level remains high, averaging around 100 percent, though challenges related to poverty, teenage pregnancy, and migration persist.

As shown in Table 9, the average pupil–teacher ratio stands at 40:1 in primary schools and 25:1 in JHSs, indicating gradual improvement. However, significant disparities exist between urban and rural schools, with rural areas experiencing higher ratios, teacher absenteeism, and limited supervision, partly due to inadequate teacher accommodation in deprived communities.

Educational infrastructure continues to pose a challenge. Approximately one-quarter of basic schools operate in dilapidated or temporary structures, with limited access to furniture, electricity, and ICT facilities. Only about 55 percent of public basic schools have functional sanitation facilities, which adversely affects attendance, particularly among girls. Poor road conditions further constrain access to schools and the delivery of educational services in remote settlements.

Performance in the Basic Education Certificate Examination (BECE) has fluctuated over the period, averaging about 63 percent, with urban schools consistently outperforming rural schools. Despite ongoing policy emphasis on STEM education, science and ICT delivery remains constrained by inadequate laboratories, equipment, and trained personnel.

Table 9: Key educational indicators (2024/25)

Indicator	2024	2025
Gross Enrolment Rate (Primary)	132.02	127
Gross Enrolment Rate (JHS)	111.01	106
Completion Rate (JHS)	107.40	100
BECE Pass Rate (%)	62	64
Pupil–Teacher Ratio (Primary)	49.00	40
Pupil–Teacher Ratio (JHS)	18.00	25

Source: Offinso Municipal Education Directorate, 2025

Teacher deployment and retention challenges also affect the quality of instruction, as many trained teachers prefer urban postings due to better amenities. These constraints, if unaddressed, could widen the human capital gap and undermine the municipality’s long-term development goals.

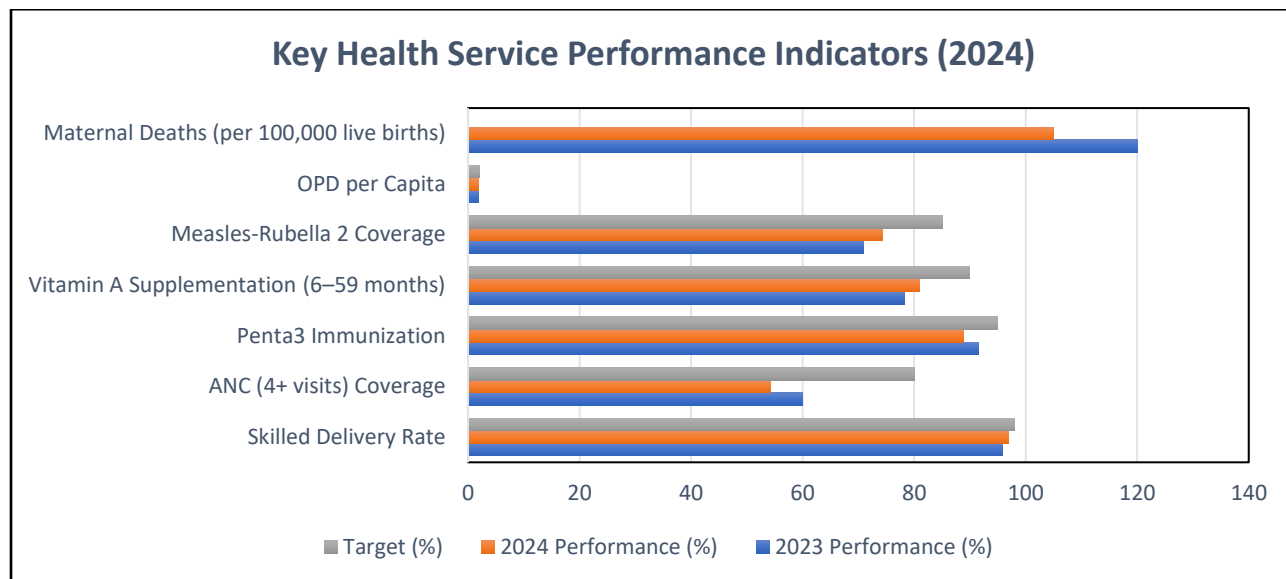
The uneven access to educational facilities and the limited number of secondary and TVET institutions have implications for workforce development and social inclusion. Rural-urban disparities in school infrastructure and staffing can perpetuate low literacy and limited economic mobility. Addressing these through targeted investments in deprived areas, teacher incentives, and expansion of vocational training will strengthen human resource capacity and support inclusive economic growth.

#### 2.3.4.2 Health

The health delivery system of the Offinso Municipality is structured around a network of 40 functional health facilities, comprising 4 hospitals, 3 health centres, 3 clinics, and 30 CHPS zones. As shown in Annex 11 (Health Facilities Location Map), these facilities are unevenly distributed, with a high concentration in the southern urban zones such as Offinso New Town, Abofour, and Kokote, while the northern and peripheral communities have limited access. This spatial imbalance affects timely health delivery and referral services, particularly in maternal and child health emergencies.

The municipality has made steady progress in maternal and child health indicators. Figure 6 shows that the skilled delivery rate increased to 97% in 2024, while Vitamin A supplementation reached 81%, reflecting improved CHPS coverage and effective community outreach. However, ANC 4+ visits (54.3%) and Penta3 immunization (88.9%) declined compared to previous years, largely due to poor road access, staffing constraints, and irregular outreach to remote communities. Despite these challenges, OPD attendance per capita improved to 1.93, indicating growing confidence in facility-based care.

Figure 6: Key Health Indicators



Source: Municipal Health Directorate, OMA, 2025

The doctor-to-population ratio (1:27,840) and nurse-to-population ratio remain below the national standard, leading to service delivery pressure on existing staff. This is compounded by uneven staff distribution as most professional health workers are stationed in major towns. The continued reliance on donor-funded public health programs and intermittent supply of logistics, especially vaccines and essential drugs, also threaten service continuity.

**Implications for Development**

Persistent rural–urban disparities in healthcare access and the declining trend in key preventive indicators have implications for human capital development. Poor maternal and child health outcomes could reduce workforce productivity and deepen health-related poverty, especially in deprived communities. Going forward, targeted investments in CHPS infrastructure, improved road connectivity, equitable staff deployment, and enhanced outreach interventions are critical for achieving Universal Health Coverage (UHC) and ensuring sustainable health outcomes for all residents of Offinso Municipality during the 2026–2029 planning period.

**2.3.4.3 Social, Child Welfare and Protection**

The Department of Social Welfare and Community Development (SWCD) in Offinso Municipal plays a key role in safeguarding the rights of children, promoting gender equity, and supporting vulnerable groups. The Department implements interventions under key national frameworks such as the Livelihood Empowerment Against Poverty (LEAP) programme, Child Protection Compact, and Domestic Violence and Victim Support Unit (DOVVSU) collaboration initiatives.

In 2024, a total of 1,248 LEAP beneficiaries were supported across the municipality, primarily targeting aged persons, orphans, and persons with severe disabilities. The SWCD also handled 52

child protection cases, mostly related to maintenance, neglect, and child custody. Reports indicate increasing incidences of parental neglect and teenage pregnancies in peri-urban areas such as Abofour, Namong, Bonsua and Amoawi, which place additional strain on social services.

Child labour and street hawking remain challenges in market centers like Abofour, Anyinasus and Kokote, driven by household poverty and migration from surrounding rural districts. Gender-based violence cases, though declining slightly, continue to be underreported due to cultural stigma and limited access to legal support. The Department continues community sensitizations and collaborates with chiefs, religious leaders, and CSOs to improve social accountability and child protection awareness.

Spatially, urbanized areas record higher case reports due to better access to social welfare offices, while rural communities like Samproso and Berekum face limited coverage. Resource constraints - especially inadequate logistics, personnel, and funds—limit the department’s ability to reach remote communities.

Weak social protection systems increase vulnerability to poverty, school dropout, and child exploitation, thereby impeding human capital development. Strengthening inter-agency coordination, expanding LEAP coverage, and integrating child protection issues into community development plans will enhance inclusivity and social cohesion across the municipality. Improved social data systems and dedicated funding for social welfare outreach are critical to addressing emerging risks, particularly in rural and low-income urban zones.

#### 2.3.4.4 Aged Care

Persons aged 65 years and above constitute about 4.6% of the municipal population (GSS, 2021). Most elderly residents depend on family support systems, remittances, and subsistence farming for survival. Formal social protection coverage under LEAP and the National Health Insurance Scheme (NHIS) remains limited in rural communities. Elderly neglect and inadequate health services for age-related conditions are increasing concerns.

Table 10: Population Distribution by Age Group, Offinso Municipality

Age Group	Population	Percentage (%)
0–14 (Children)	57,366	41.8
15–64 (Working Age)	73,466	53.6
65+ (Elderly)	6,440	4.6
Total	137,272	100.0

Source: Ghana Statistical Service, PHC 2021

The increasing elderly population without adequate social safety nets raises concerns about welfare and health security. There is a need to expand community-based aged care, home support programs, and targeted NHIS interventions.

### **2.3.4.5 Family Life**

Households in the municipality are largely extended and female-headed, reflecting both traditional social structures and male migration trends. The 2021 PHC indicates an average household size of 4.3 persons. Economic hardship, rising youth unemployment, and weak parental guidance have led to increasing child neglect, teenage pregnancy, and family conflicts. The Department of Social Welfare and Community Development (SWCD) continues to address these issues through public education and child protection interventions.

Weak family cohesion and inadequate parenting have social consequences, including school dropouts and exposure of children to abuse. Strengthening family life education, parenting support, and community engagement is vital for long-term social stability.

### **2.3.4.6 Nutrition**

Nutrition remains a key determinant of health and human capital development in the Offinso Municipality. While some progress has been achieved through national and local interventions, malnutrition among children and women continues to pose public health and development challenges. Data from the Municipal Health Directorate (2024) indicate that proportion of children measured for stunting was 11.2 percent. Wasting (4.7%), and underweight (6.4%) among children under five years remain above national targets, with higher rates recorded in rural and farming communities such as Wawase, Old Town, Kwapanin, Abofour and Dumasua. Despite ongoing community-based nutrition education efforts, the persistence of these conditions is largely attributed to inadequate dietary diversity, seasonal food shortages, and inadequate care practices.

Maternal nutrition has shown modest improvement, with about 78 percent of pregnant women receiving iron and folic acid supplements during antenatal care. However, unequal access to antenatal services, particularly in remote communities, coupled with cultural food taboos during pregnancy, continues to limit nutritional outcomes for both mothers and infants. Micronutrient supplementation coverage, such as Vitamin A for children under five, stands at about 85 percent, reflecting progress through routine child welfare and immunization services, though occasional supply chain interruptions and poor data capture at CHPS compounds affect consistency.

The Ghana School Feeding Programme continues to make a positive contribution to child nutrition and school attendance, particularly in deprived basic schools. However, the quality and diversity of meals remain inconsistent due to funding delays and inadequate local food linkages. Agriculture remains the main source of household food supply. Yet, climate-related risks such as erratic rainfall, poor post-harvest management, and declining soil fertility threaten food availability and household nutrition security.

Emerging nutrition issues include rising cases of obesity and hypertension in peri-urban areas like Abofour and New Town, largely due to increased consumption of processed foods and sedentary lifestyles. These trends highlight the double burden of malnutrition — where undernutrition and diet-related non-communicable diseases coexist.

Overall, the nutritional situation in the municipality reflects a mix of progress and persistent challenges. Addressing the underlying causes will require strengthening nutrition-sensitive agriculture, promoting dietary diversification, scaling up school and maternal feeding interventions, and enhancing community nutrition education. Sustained action in these areas will not only improve health outcomes but also enhance productivity and support the municipality's long-term development goals.

#### **2.3.4.7 Water, Sanitation and Hygiene (WASH)**

Access to safe water, improved sanitation, and hygiene services in the Offinso Municipality has seen gradual improvement, though disparities remain across communities. According to the 2021 Population and Housing Census, about 94.4% of households rely on improved water sources, mainly boreholes, standpipes, and sachet water, while 5.6% still depend on unimproved sources such as streams and unprotected wells, particularly in rural communities like Mpehi and Tutuase. Despite this progress, irregular maintenance of boreholes and inadequate mechanized systems limit reliable access, especially during dry seasons.

Sanitation coverage remains a major concern. Only about 60% of households use improved toilet facilities such as KVIPs, septic tanks, and bio-digesters, while the remaining rely on public toilets or practice open defecation, especially in densely populated urban fringes and peri-urban settlements. Waste management services are concentrated in Offinso New Town and Abofour, with limited coverage in rural areas where open dumping and burning of waste persist. The Municipal Environmental Health and Sanitation Unit oversees WASH service delivery, complemented by community management models (WATSAN Committees) and private waste operators. However, weak institutional coordination, inadequate logistics, and low household investment constrain effective service delivery.

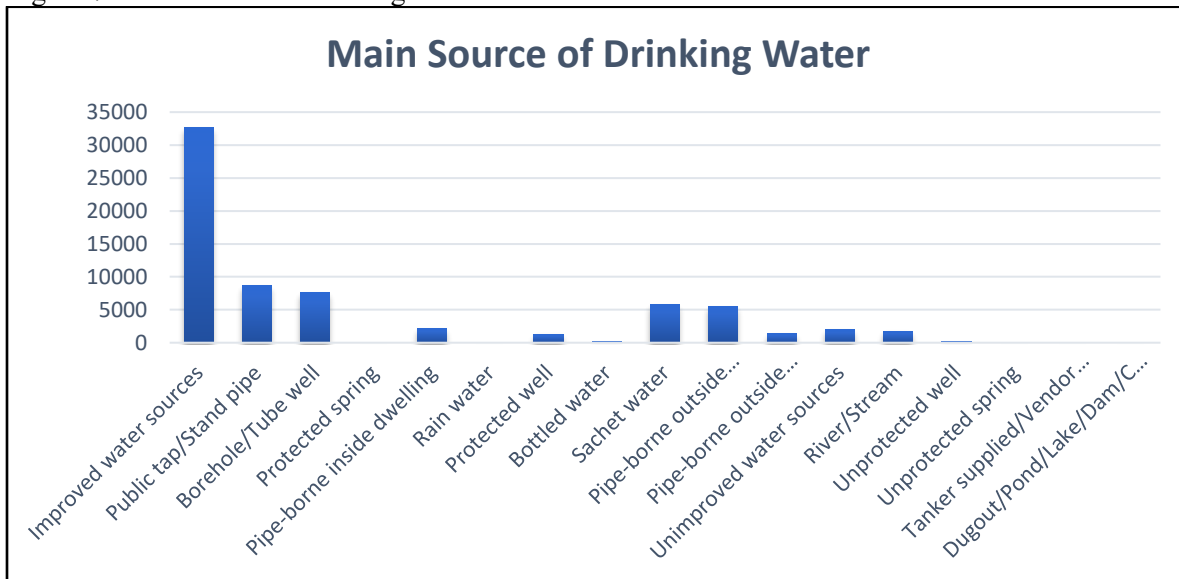
The local WASH systems exhibit moderate strength but require enhanced financing, regular monitoring, and stronger community participation for sustainability. Hygiene promotion programmes—particularly handwashing and menstrual hygiene education—are often donor-driven and lack continuity.

Inadequate WASH infrastructure and weak service management threaten public health, environmental quality, and human productivity. Improving service levels through investment in water infrastructure, sanitation facilities, and behavioral change communication will enhance health outcomes, reduce disease burdens, and support SDG 6 (Clean Water and Sanitation). Strengthening local WASH governance and public-private partnerships will be essential for long-term sustainability and equitable service delivery.

##### **2.3.4.7.1 Main Source of Drinking Water**

Figure 7 presents the distribution of main sources of drinking water among 34,637 households in the Offinso Municipality (GSS, PHC 2021). Overall, about 94.4% of households rely on improved water sources, notably public standpipes (25.0%), boreholes or tube wells (21.9%), and pipe-borne water outside dwellings (31.8%). Only 5.6% of households depend on unimproved sources, such as rivers/streams (5.6%) and unprotected wells (5.0%).

Figure 7: Main source of drinking water



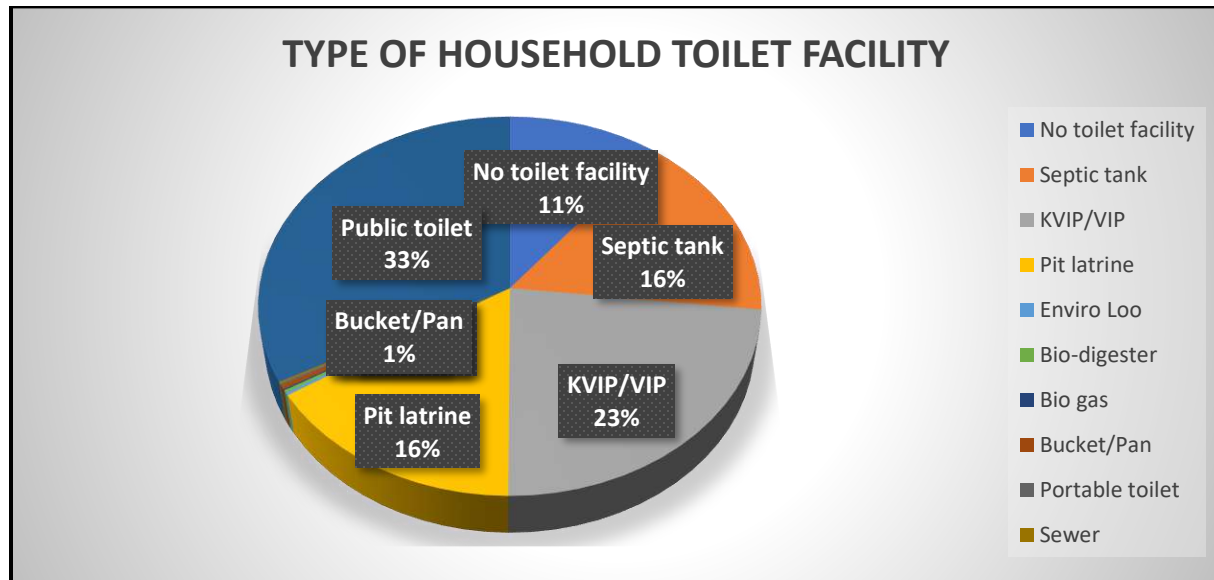
Source: PHC 2021, GSS

Although access to improved water is relatively high in urbanized areas like Offinso New Town and Abofour, many rural settlements still depend on seasonal or distant boreholes, making them vulnerable to water scarcity during the dry season. Inadequate maintenance of facilities, population growth, and encroachment on water bodies further threaten water safety and reliability. Persistent reliance on surface water in some communities exposes residents to waterborne diseases and limits household productivity. Expanding piped networks and strengthening community management of boreholes are therefore crucial to ensure equitable and sustainable access across all spatial zones.

### 2.3.4.7.2 Household Toilet Facilities

Figure 8 illustrates the distribution of toilet facilities among 34,637 households in the Offinso Municipality (GSS, PHC 2021). The data indicate that public toilets (32.9%) remain the most used facility, followed by KVIP/VIP toilets (23.3%) and septic tank systems (16.2%). About 15.8% of households rely on pit latrines, while a small proportion (less than 1%) use modern systems such as bio-digesters, biogas, and portable toilets. Alarming, 10.6% of households have no toilet facility and practice open defecation.

Figure 8: Types of Household Toilet Facilities



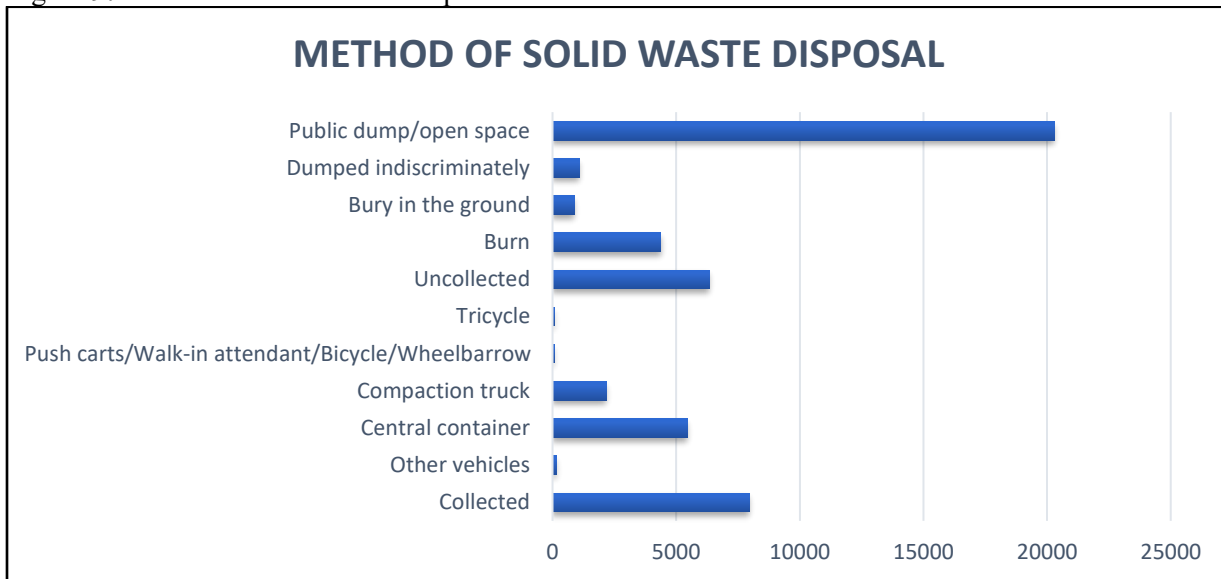
Source: PHC 2021, GSS

The lack of household toilet facilities is more pronounced in rural and peri-urban communities such as Abofour-Wawase, Anyinasusu, and Obuasi, where poverty levels and limited infrastructure hinder access to improved sanitation. Dependence on public toilets and open defecation pose significant public health and environmental risks, particularly during the rainy season when waste contaminates water sources. If not addressed, these conditions may exacerbate disease outbreaks such as cholera and typhoid, undermining productivity and the municipality’s progress toward achieving SDG 6 (Clean Water and Sanitation).

### 2.3.4.7.3 Method of Solid Waste Disposal

Figure 9 presents the methods of solid waste disposal among 34,637 households in the Municipality (GSS, PHC 2021). The data reveal that public dumping in open spaces (58.7%) remains the predominant method of waste disposal, followed by waste collection services (23%), which include compaction trucks, central containers, and other vehicles. A further 12.7% of households resort to burning waste, while 2.5% bury their refuse. Alarming, 3.2% of households dispose of waste indiscriminately in open areas or watercourses, contributing to environmental degradation and poor sanitation.

Figure 9: Method of Solid Waste Disposal



Source: PHC 2021, GSS

Waste collection services are more accessible in urban centers such as New Offinso, Abofour, and Kokote, where private operators and the Assembly’s Environmental Health Unit operate. However, in rural and peri-urban communities, limited logistics and inadequate disposal sites have led to heavy reliance on open dumping and burning. These practices pose severe environmental and public health risks, including groundwater pollution, flooding from clogged drains, and increased vector-borne diseases. Strengthening waste management infrastructure and promoting behavioral change remain crucial for sustainable urban sanitation and environmental protection.

### 2.3.4.8 Circular Economy and Waste Recovery

Waste generation in the municipality continues to rise due to population growth and urbanization. Although household collection has improved, over 50% of waste is still openly dumped (GSS, 2021). There is limited recycling or composting infrastructure, and informal waste pickers play a key but unregulated role in recovery. Introducing a circular economy approach — promoting waste segregation, recycling enterprises, and compost production — could create green jobs, reduce pollution, and extend the lifespan of landfills. Establishing partnerships with the private sector and youth groups for waste recovery initiatives will also enhance environmental sustainability and economic inclusion.

A waste composition analysis (Table 11) indicates that more than half (55%) of waste generated in the Offinso Municipality is biodegradable/organic, primarily from household food residues, market refuse and agricultural by-products. 45% are non-biodegradable waste comprising of metals, plastics, e-waste, etc. Plastic waste accounts for 18%, posing significant environmental management challenges due to low recycling rates. The high share of biodegradable waste presents opportunities for composting and biogas production, while recovery of plastics and metals can promote green job creation. Without improved segregation and recycling, however, landfill pressure and open dumping will continue to increase with implications for sanitation, public health, and greenhouse gas emissions.

Table 11: Estimated composition of municipal solid waste

Type of Waste	Estimated Share (%)	Key Sources	Recycling / Recovery Potential
Organic/Biodegradable Waste	55%	Households, markets, eateries	High – composting, biogas
Plastic Waste	18%	Retail, sachet water, packaging	Moderate – recycling, reuse
Paper and Cardboard	8%	Offices, schools, shops	High – recycling
Metals	5%	Mechanics, artisans, construction	High – scrap collection
Glass	3%	Beverage containers, households	Moderate – reuse, recycling
Textiles and Leather	2%	Households, markets	Low – reuse, upcycling
E-waste	1%	ICT centers, households, repair shops	Moderate – component recovery
Others (Construction/Debris, etc.)	8%	Building sites, roads, demolition	Low – reuse, landfilling
Total	100%	—	—

**Source:** Estimated from OMA (2024), Ghana Statistical Service (2021 PHC), and EPA Ghana, 2023.

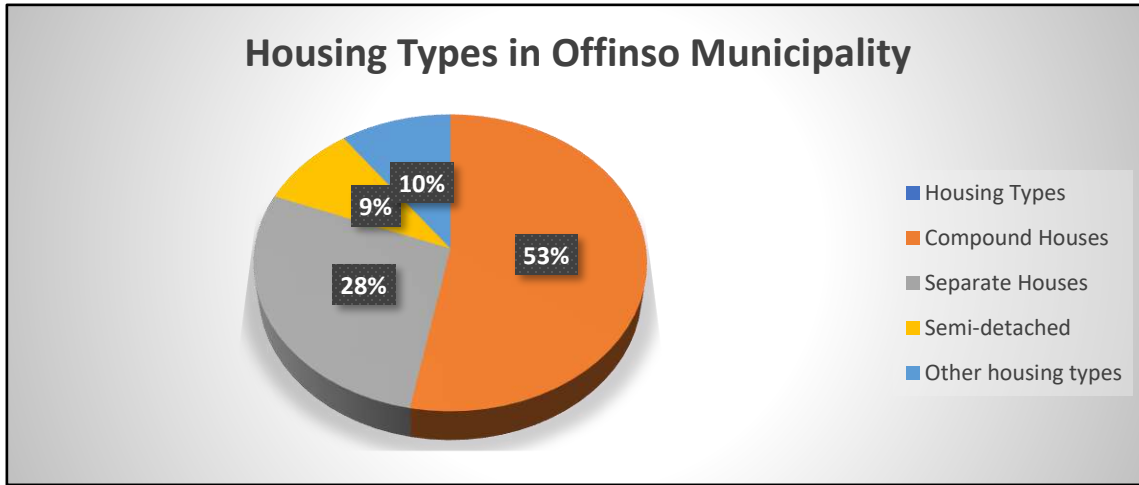
### 2.3.4.9 Housing

According to the 2021 Population and Housing Census (GSS, 2021), Offinso Municipality recorded 24,711 housing units accommodating a population of 137,272. The average household size is 4.5 persons, slightly above the regional average, reflecting the prevalence of extended family living arrangements. As depicted in Figure 10, housing types are dominated by compound houses (53%), followed by separate houses (28%), and semi-detached structures (9%), with the remaining comprising huts, temporary structures, and kiosks. Approximately 66% of households own their dwellings either outright or through inheritance, while 23% live in rented units.

Spatially, urban centers such as New Offinso, Abofour, and Kokote experience higher housing demand driven by commercial activities and in-migration, resulting in overcrowding and rising rental costs. In contrast, rural communities exhibit underutilized housing stock and poor-quality structures made of mud or unplastered blocks. Access to durable building materials and finance remains limited, constraining the ability of low-income earners to improve housing quality.

The implications for current and future development are significant - rapid population growth, coupled with limited urban planning controls, risks the proliferation of unplanned settlements and slum-like conditions. This poses challenges for infrastructure provision, sanitation, and disaster resilience. Strengthening spatial planning enforcement, promoting affordable housing schemes, and integrating local materials into housing design are essential to ensure sustainable urban growth in the municipality.

Figure 10: Housing types



Source: GSS, 2021 PHC

### 2.3.4.10 Gender

According to the 2021 Population and Housing Census (GSS, 2021), females constitute 51.5% of the total population of 137,272 in the Offinso Municipality, while males make up 48.5%, resulting in a sex ratio of 94.2 males per 100 females (Table 12). This near-balanced gender distribution reflects national trends but masks persistent gender inequalities in access to resources, decision-making, and economic participation.

Table 12: Sex Distribution of Population, Offinso Municipality

Sex	Population	Percentage (%)
Male	66,569	48.5
Female	70,703	51.5
<b>Total</b>	<b>137,272</b>	<b>100.0</b>

Source: Ghana Statistical Service, PHC 2021

Females dominate in informal trading and subsistence agriculture, while males are more represented in formal employment, construction, and leadership positions. Despite women forming the bulk of the agricultural workforce, their access to productive assets such as land, credit, and farm inputs remains limited due to cultural norms and financial constraints. In addition, gender-based violence (GBV), teenage pregnancy, and limited participation in local governance continue to hinder gender equity and women’s empowerment.

Gender disparities are spatially evident. Rural women in areas such as Kayera, Anfaaso, and Namong face greater challenges in accessing higher education, healthcare, and income-generating opportunities than their urban counterparts in New Offinso Town and Kokote.

Gender inequality constrains Offinso’s human capital development and local economic growth. The exclusion of women from decision-making and formal employment reduces productivity and limits household welfare gains. Addressing these gaps requires strengthening gender

mainstreaming in all sectors, promoting women’s access to finance and training, and enforcing child protection and GBV laws. Achieving gender parity will accelerate progress toward inclusive and sustainable development in the municipality.

#### **2.3.4.11 Migration**

The Offinso Municipality experiences significant rural–urban migration, particularly among the youth, driven by limited employment opportunities in agriculture and the informal sector. Many young people migrate to Kumasi, Accra, and other urban centers in search of non-farm jobs, leading to the gradual aging of the farming population. Seasonal migration to cocoa-growing areas and mining communities is also common. In-migration from nearby districts occurs mainly around Abofour and New Offinso, where access to markets and social amenities is relatively better.

Persistent youth migration has led to labor shortages in agriculture, slowed rural development, and increased dependency among elderly residents. The municipality must promote local job creation through Local Economic Development (LED) and skill-based training to reduce outmigration pressures.

#### **2.3.4.12 Youth Development**

The youth (15–35 years) constitute nearly 35% of the municipal population, representing a critical human resource for local development. However, unemployment and underemployment remain major challenges due to limited technical and vocational opportunities. Programs such as NYA training initiatives, BRC entrepreneurship programs, and Planting for Food and Jobs have helped some youth access income-generating ventures, but the coverage remains low.

Without strategic investment in youth skills development and job creation, the municipality risks continued migration, rising social vices, and underutilization of its demographic dividend. Expanding TVET centers, youth agribusiness schemes, and ICT training will be essential to harnessing youth potential for sustainable development.

#### **2.3.4.13 Sports and Recreation**

Sports and recreational activities in Offinso Municipality continue to serve as key tools for youth development, community cohesion, and physical well-being. The municipality has a few sports facilities, including school-based playing fields and community parks, but most remain underdeveloped and lack maintenance. Organized sporting activities such as football, athletics, and volleyball are mainly centered in urban areas like Offinso New Town, Kokote, Mpehi and Abofour, leaving rural communities with limited access. The absence of structured youth sports programmes and inadequate investment in recreational infrastructure constrain talent identification and development.

Weak sports infrastructure limits opportunities for youth employment and social engagement, increasing vulnerability to social vices. Investment in multi-purpose sports facilities and youth recreation centers could promote social inclusion, reduce youth idleness, and foster local pride and identity.

#### **2.3.4.14 Culture and Heritage Preservation**

Offinso Municipality is rich in cultural heritage, with vibrant festivals such as the Mmoaninko Festival, traditional crafts, and sacred sites that attract visitors and reinforce community identity. The municipality's cultural assets are, however, underutilized for development and tourism promotion due to inadequate documentation, low investment, and lack of infrastructure at heritage sites. Modernization and urbanization are also contributing to the gradual erosion of traditional values and practices, especially among the youth.

Strengthening cultural preservation and promoting creative arts could generate employment, boost tourism, and reinforce social cohesion. Integrating cultural heritage promotion into local development and school curricula will also help sustain intergenerational cultural transmission.

#### **2.3.4.15 Disability Inclusion and Social Equity**

Persons with Disabilities (PWDs) in Offinso are estimated at 2.5–3% of the municipal population (approx. 3,400–4,000 people, based on GSS 2021 PHC prevalence rates). The District Assembly Common Fund (DACF) disburses disability grants annually, but coverage reaches only 20–30% of eligible members, limiting support for income-generating activities, assistive devices, and education. Accessibility of public buildings remains low, with fewer than 15% of public facilities (schools, health centres, offices) having disability-friendly ramps or adapted washrooms, especially in older structures in Offinso Old Town, Namong, and Anyinasusu.

Social equity challenges persist among women, youth, the rural poor, and persons in hard-to-reach farming communities such as Koforidua, Asempanaye, and Abofour North, where access to health, education, and transportation is weaker. Limited sign language support in health facilities, absence of inclusive education aids in most public basic schools, and cultural stigma further constrain inclusion. Strengthening social equity frameworks, accessible infrastructure, and targeted livelihood programs will boost human capital, reduce poverty, and foster inclusive participation in local development.

#### **2.3.4.16 Public Safety and Disaster Preparedness**

Public safety and disaster risk management remain critical concerns for Offinso Municipality, particularly in flood-prone and peri-urban communities such as Abofour, Dumasu, and Aboasu. Inadequate waste disposal practices, poor drainage systems, and uncontrolled construction exacerbate flooding during heavy rains. The Municipal NADMO office conducts public education and emergency response but is constrained by limited logistics, staffing, and community participation. Fire outbreaks and road accidents are also recurrent in the municipality.

Weak disaster preparedness threatens lives, property, and economic activities, particularly among vulnerable households. Strengthening early warning systems, enforcing land-use controls, and building local response capacity are crucial to enhancing resilience and safeguarding development gains.

### 2.3.4.17 Multi-Dimensional Poverty

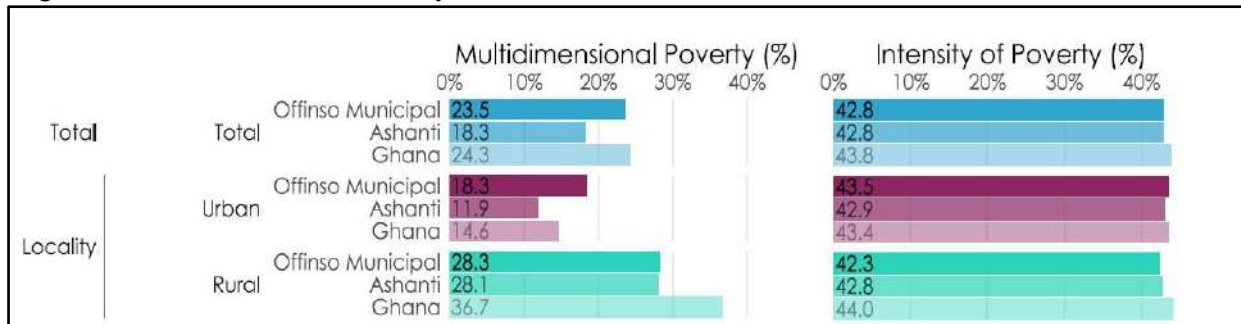
According to the Ghana Statistical Service (2024), 23.5% of residents in Offinso Municipal live in multidimensionally poor households, with an average poverty intensity of 42.8%, resulting in a Multidimensional Poverty Index (MPI) of 0.100 (figure 11). The municipality ranks 106th out of 261 districts nationally and 24th out of 43 districts in the Ashanti Region (lower rank = lower poverty), placing it in the mid-range of deprivation.

The most significant deprivations occur in access to improved toilet facilities (84.4%), lack of health insurance coverage (53.3%), and overcrowding in households (40.3%). For 7 of the 13 MPI indicators, Offinso records higher deprivation levels than the national average, signalling persistent service gaps in WASH, health access, and housing quality. Figure 12 illustrates the municipality’s average deprivation levels relative to regional and national benchmarks, as well as the percentage contribution of each indicator to overall multidimensional poverty.

Spatially, poverty concentrations are more pronounced in rural communities, where limited access to basic services, poor road connectivity, and weaker local economies exacerbate household vulnerabilities. (Figure 11). These multidimensional deprivations have direct implications for development limiting human capital formation, increasing health risks, slowing educational outcomes, and reducing productivity. If not addressed, these structural gaps may entrench intergenerational poverty and widen inequalities between rural and urban settlements.

Overall, the MPI findings highlight the need for targeted investments in WASH, housing improvement, health insurance enrolment, and basic social services, particularly in underserved rural zones.

Figure 11: Multidimensional Poverty Index

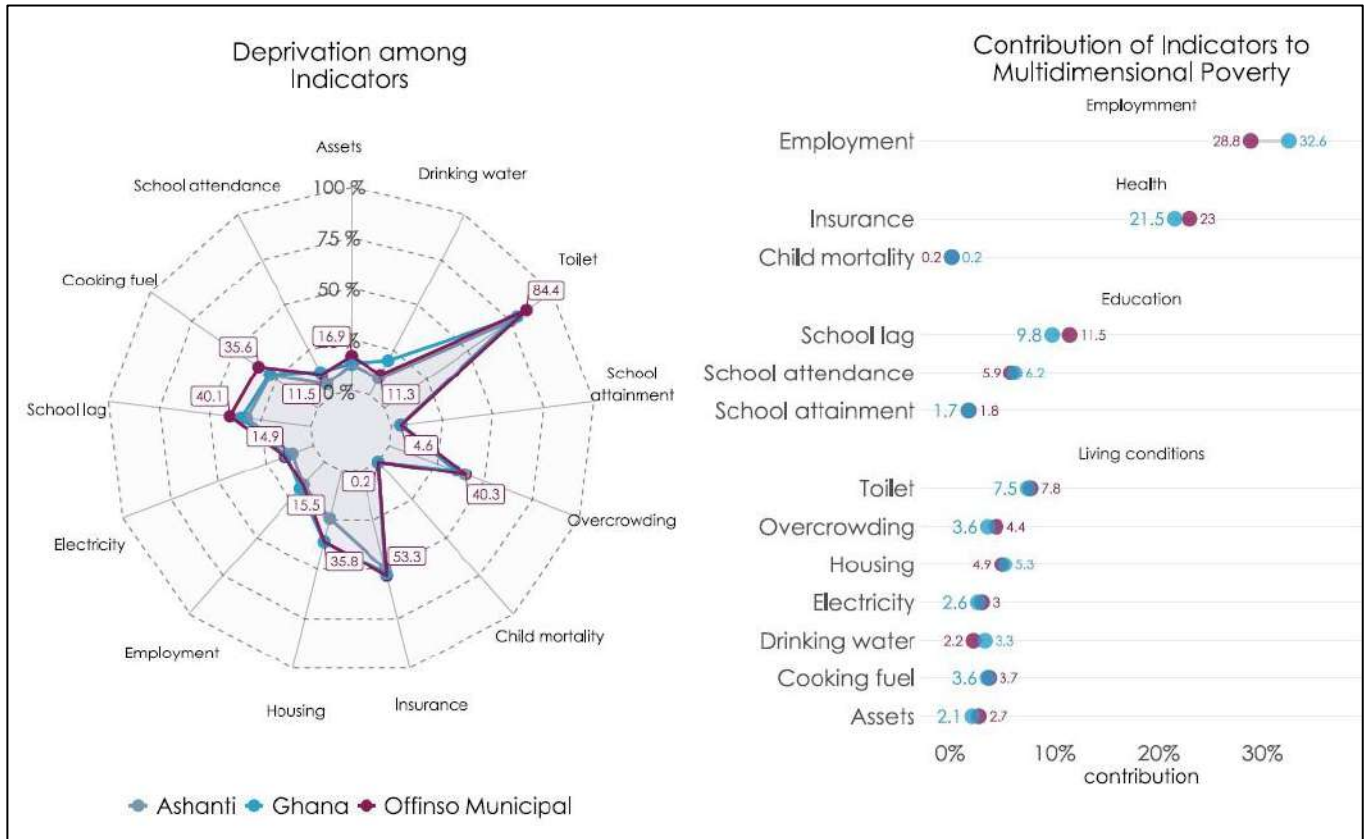


Source: Offinso Municipal, MPI Fact Sheet, GSS, 2024

#### 2.3.4.17.1 Deprivation and Contribution

As shown in figure 12, the plot on the left shows the average uncensored deprivation (between 0% and 100%) of the 13 different indicators in Offinso Municipal as compared to regional and national average. The plot on the right shows the contributions to multidimensional poverty (sums to 100%).

Figure 12: Indicators to Multidimensional Poverty (Average Deprivation Levels)



Source: Offinso Municipal, MPI Fact Sheet, GSS, 2024

### 2.3.5 Environment

The environmental sector of Offinso Municipality plays a vital role in sustaining livelihoods, supporting agriculture, and promoting resilience to climate and ecological challenges. The municipality’s natural systems—including land, water, forests, and biodiversity—are under increasing pressure from population growth, urban expansion, deforestation, and climate change. Managing these environmental resources sustainably is critical to ensuring balanced socio-economic development, reducing disaster risks, and safeguarding ecosystem services for present and future generations.

#### 2.3.5.1 Human Settlements (Built Environment)

The built environment of the municipality reflects a mix of urban, peri-urban, and rural settlements, with major growth centres at Offinso New Town, Abofour, and Kokote. Covering about 591 km<sup>2</sup> with a population of 137,272 (GSS, 2021), the municipality has a population density of approximately 232 persons per km<sup>2</sup>. Settlement expansion is most pronounced along the Kumasi–Techiman highway, where economic and residential activities are intensifying (figure 13).

Housing stock stands at about 24,711 units, dominated by compound houses and traditional structures. While urban areas show moderate infrastructure development, many rural and peri-urban communities experience unplanned physical expansion, poor road layouts, and limited access to basic services such as drainage, sanitation, and electricity. Complex land tenure systems and weak enforcement of physical planning regulations contribute to uncontrolled developments, particularly in flood-prone zones along the Offin River and its tributaries.

Figure 13: Aerial overview of the Offinso Township



Source MPCU, OMA, 2025

The effects of this uncoordinated growth include increased flooding, environmental degradation, and rising infrastructure costs due to the need for post-development control. Spatial inequalities are also emerging as peripheral settlements face poor access to essential services, reducing economic opportunities.

Moving forward, phased urban planning, settlement regularization, and provision of serviced land are critical for sustainable development. The Assembly must strengthen building permit enforcement, promote affordable housing schemes, and invest in drainage and road infrastructure, particularly in rapidly expanding corridors. Proper spatial planning will help manage Offinso's urban transition, safeguard the environment, and attract investment.

### 2.3.5.2 Climate Change

According to the Municipal Climate Risk and Vulnerability Assessment (CRVA) prepared under UNCDF / LoCAL, Offinso Municipal is already experiencing and is projected to face increasing climate risks that threaten livelihoods, infrastructure and basic services. Observed trends and model projections show steady warming (historical mean  $\approx 26.5^{\circ}\text{C}$ ) and changes in rainfall patterns (annual totals  $\sim 1,100\text{--}1,700$  mm). Under a moderate emissions pathway (SSP2-4.5) temperatures rise gradually ( $\approx 28.5^{\circ}\text{C}$  by 2100); under a high-emissions pathway (SSP5-8.5)

temperatures may exceed 31°C by 2100 with markedly more hot days and warm nights. Rainfall totals are broadly stable in moderate scenarios but decline under high-emissions pathways, while rainfall intensity and the seasonal distribution shift—weakening the October minor season and narrowing the agricultural wet window. Relative humidity is projected to decline, worsening evapotranspiration and water stress.

### 2.3.5.2.1 Hazards and associated impacts on vulnerable

In the Offinso Municipality, climate stressors such as erratic rainfall and drought affect men and women differently. Men, who rely heavily on rain-fed farming, face reduced yields and incomes during droughts. Women, engaged in food crop production and household gardens, experience compounded burdens as they balance farming with responsibilities for water collection, caregiving, and food provision. Drought conditions intensify their workload, often requiring longer distances to fetch water and making them more vulnerable to food insecurity (Table 13).

Table 13: Climate Stress and Sectoral Vulnerabilities in Offinso Municipality

Sector	Climate Hazards	Impacts on Sector	Gendered Dimensions
Agriculture	Irregular rainfall, floods, bushfires, coconut wilt	Crop losses; declining crops productivity	Women have limited access to land and credit facilities, lower adaptive capacity
Water	Floods, drought, irregular rainfall	Boreholes dry up, poor water access	Women/girls spend longer fetching water, that limit time for income generation and education
Health	Flooding, extreme heat, stagnant water	Outbreaks of malaria, diarrhoea, limited health facilities	Women bear caregiving burdens, children/elderly prone to health risk
Infrastructure	Floods, windstorms, erosion	Roads, schools, and markets destroyed; disruption to trade and education	Women traders lose goods; children’s schooling interrupted
Forestry	Chain-saw operation, slash-and-burn farming practices	Forest degraded, Offin River polluted	Women and youth lose livelihood opportunities like picking wild fruits

Source: CVRA Report, OMA, 2025

### 2.3.5.2.2 Vulnerable and Disaster-Prone Areas

The assessment identified areas within the Offinso municipality to be highly vulnerable to environmental hazards highlighting the need for targeted interventions to address the municipal's varied environmental challenges with a particular emphasis on gender-sensitive solutions to mitigate impacts on vulnerable populations. Identified vulnerable areas include:

## Flood-Prone Zones

Communities such as Kokote, Bonsua, Aboasu, Anyakaso, and Abofour Zongo experience frequent flooding. Other areas such as Odem, Dumesua, Dagatekrom, and Anyinasuso also face recurring flood events that disrupt agricultural activities and threaten livelihoods.

## Bushfire Risks and Prone Areas

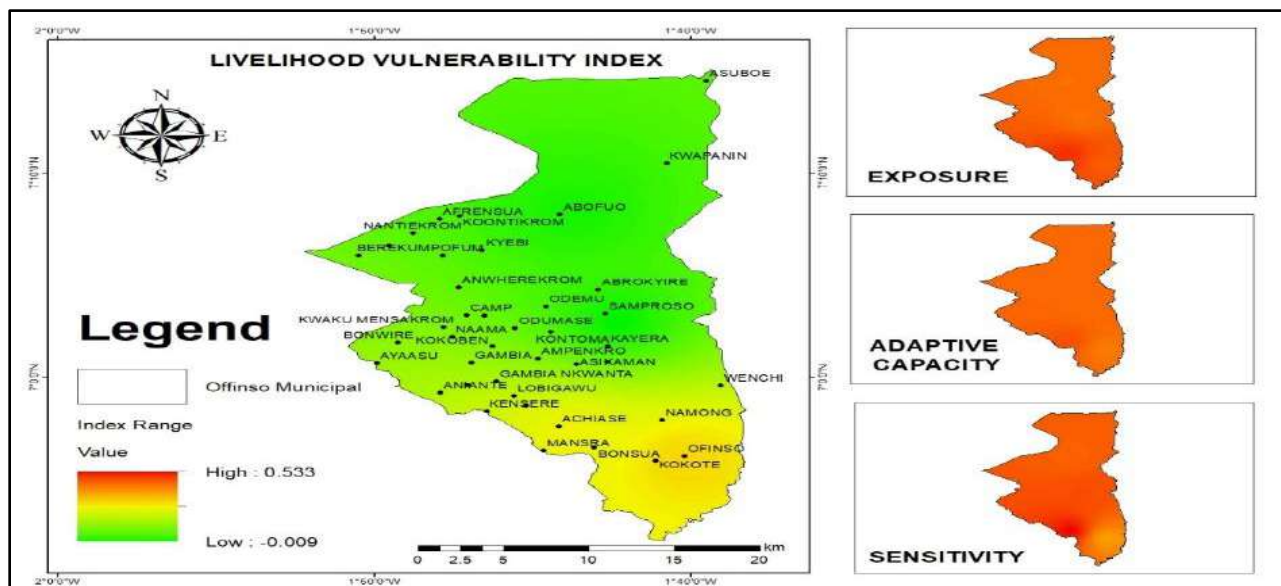
Farmlands across the Municipality are at high risk of bushfires during the dry season, typically from December to March. Communities such as Namong Wenchi, Kwapani and Asuboi are exposed to the risk of bushfires. Forested zones such as Brekum and Abofour forest are exclusively prone to bushfires. The practice of burning vegetation by farmers farming activities exacerbates the bushfire risks, increasing the vulnerability of these areas to both fire and drought.

Addressing the municipal’s susceptibility to droughts, infrastructure failures, and erratic weather patterns requires targeted interventions to build systemic resilience. Women’s critical roles in agriculture, caregiving, and water management necessitate adaptive strategies that address their unique challenges and enhance their capacity to cope with climatic changes. Strengthening the municipal’s infrastructure, such as dams and public buildings, and ensuring sustainable water resource management are pivotal to mitigating future risks.

### 2.3.5.2.3 Livelihood Vulnerability Index

Figure 14 shows the Livelihood Vulnerability Index for Offinso Municipality for moderate to low levels of vulnerability, with composite values ranging from  $-0.009$  (low) to  $0.533$  (high). The findings point to uneven vulnerability patterns across the municipality, shaped by differences in exposure to hazards, livelihood sensitivity, and adaptive capacity.

Figure 14: Livelihood Vulnerability Index



Source: CVRA Report, OMA, 2025

**Exposure:** Higher exposure is observed in Kokote, Offinso, Bonsua and Namong communities, where communities are at greater risk from flooding, drought, environmental destruction including sand wining, bush burning. Kensere, Asakaman and Achiase are equally vulnerable drought and forest deforestation. Communities like Samproso, Odumase and Abofour exhibit relatively lower exposure, reflecting reduced direct interaction with climate hazards.

**Sensitivity:** Sensitivity levels are high and spread across in the Offinso Municipal such as southern and central areas, including Anyinasuso, Kayera, and Dumesua, where dependence on agriculture, coupled with limited livelihood diversification, makes households more climate sensitive.

**Adaptive Capacity:** Adaptive capacity is the weakest in all the four zonal councils in the municipal, where access to infrastructure like good roads, access to credit facilities, and extension services is limited. Communities within the Bonsua and Abofour of the Municipal perform relatively better, reflecting stronger institutional presence, better infrastructure, and access to social services. The effect is that vulnerability hotspots are evident in Kokote, Kensere, and Offinso, where high exposure and sensitivity intersect with weak adaptive capacity.

### 2.3.5.2.4 Climate Change Projections – Temperature and Rainfall Trends from 1991 -2100

Climate projections for the Offinso Municipality indicate a trajectory of increasing mean surface temperatures, altered precipitation intensity and distribution, and a progressive decline in relative humidity (Table 14).

Table 14: Summary of Climate Projections for Offinso Municipal

Variable	Historical (1991–2020)	Near Future (2026–2050)	Mid Future (2051–2075)	Far Future (2076–2100)	Implications
Annual Rainfall (mm)	1,100–1700 (mean ~1,300)	SSP2-4.5: Stable / +0–5% SSP5-8.5: -5 to -10%	SSP2-4.5: Stable / slight ↑ SSP5-8.5: -10 to -15%	SSP2-4.5: Stable / slight ↑ SSP5-8.5: -15 to -20%	SSP5-8.5 shows a drying trend; bimodal regime remains but Oct peak weakens.
Rainfall Extremes (Rx1, Rx5, R10, R20)	Moderate frequency	Declining (all SSPs)	Further decline (all SSPs)	Sharp decline (for SSP5-8.5)	Fewer high-intensity rainfall events; implications for recharge and floods.
Wet Days (WD, CWD)	150–170 wet days/year	Increase	Increase	Increase	More frequent but lighter rainfall.
Dry Days (DD, CDD)	190–210 dry days/year	Decrease	Further decrease	Lowest under SSP2-4.5; moderate	Shorter dry spells, for under moderate scenarios.

				under SSP5-8.5	
Mean Annual Temp (°C)	26.0–27.0 (mean ~26.5)	SSP2-4.5: ~28.5 SSP5-8.5: ~31.0	SSP2-4.5: ~27.2–27.8 SSP5-8.5: ~28.0–28.5	SSP2-4.5: ~27.5 SSP5-8.5: >29.0	Stronger warming in dry season (Feb–Apr, Oct–Nov).
Hot Days (TX90p)	<40 days/year	↑(60–80 days)	↑(100–150 days)	~140 days/year (SSP5-8.5)	Heat stress risk rises significantly.
Warm Nights (TN90p)	~30 nights/year	Increasing	Further increase	High frequency (>200 nights by SSP5-8.5)	Night-time cooling reduces, increasing health risks.
Cool Days/Nights (TX10p, TN10p)	Common in historical baseline	Decline	Rare	Nearly absent by far future	Loss of climate “cool relief.”
Relative Humidity (%)	58–66 (mean ~61.5)	Slight decline	Noticeable decline	SSP2-4.5: ~74–75 SSP5-8.5: ~72–73	Stronger declines during dry months, increasing evapotranspiration.

Source: CVRA Report, OMA, 2025

**2.3.5.2.5 Climate Change Implications for current and future development**

**Infrastructure:** Roads, markets, schools and health facilities require climate-proofing (drainage, raised foundations, resilient materials) to avoid recurrent damage and higher lifecycle costs.

**Livelihoods & employment:** Agricultural productivity shocks risk increased poverty and youth out-migration unless climate-smart agriculture, irrigation, and value-chain interventions are scaled up.

**Water & sanitation:** Reduced recharge and more variable rainfall will increase competition for water, raise WASH contamination risks, and require investment in alternative water sources (rainwater harvesting, protected springs, managed groundwater).

**Finance & planning:** The municipality must continue to integrate adaptation into the MTDP and annual budgets (dedicated adaptation lines), and leverage climate finance and donor partnerships for capital works and livelihood programs.

### 2.3.5.2.6 Priority adaptation directions (short list)

- Mainstream climate adaptation in MTDP and budget; create a municipal climate adaptation plan and budget line.
- Scale climate-smart agriculture (drought-tolerant seeds, small-scale irrigation, agroforestry, post-harvest improvements).
- Protect and restore riparian buffers and degraded forest to secure water catchments and reduce erosion.
- Strengthen community water management, expand rainwater harvesting and protect borehole recharge.
- Climate-proof critical infrastructure (roads, markets, schools, health posts) and upgrade drainage in flood-prone settlements.
- Establish community EWS (early warning system) linked to GMet and NADMO; improve climate information services for farmers.
- Prioritise gender-sensitive interventions and capacity building for vulnerable groups to increase adaptive capacity.
- Utilize the Local Information System for Climate Change Adaptation (LISA) tool to identify climate risks and adaptive mechanisms

### 2.3.5.3 Air quality

Air quality in the municipality is declining due to rising human activities, especially around New Offinso, Abofour, and Anyinasuso. Although there is no permanent monitoring station, regional data from the EPA (2023) show that particulate matter levels (PM<sub>2.5</sub> and PM<sub>10</sub>) in the Ashanti Region often exceed the WHO limit of 15 µg/m<sup>3</sup>, reaching between 45–80 µg/m<sup>3</sup> during the dry season.

Key sources include vehicular emissions, open waste burning, charcoal and firewood use, quarrying, construction dust, and untarred roads. The Kumasi–Techiman highway corridor and urbanizing zones record the highest pollution levels, while forested rural areas experience relatively cleaner air. These emissions contribute to respiratory diseases, eye irritations, and reduced agricultural productivity due to dust deposition on crops. (Table 15)

Pollution is most severe in urban and peri-urban areas, where dense traffic and industrial activity are prevalent. Addressing this requires dust suppression on roads, promoting clean energy technologies, improving waste management, and enforcing EPA air quality standards.

Table 15: Key Sources and Health Implications of Air Pollution

Major Source	Pollutant Type	Spatial Concentration (High-Risk Areas)	Health/Development Implications
Vehicular emissions	PM <sub>2.5</sub> , NO <sub>2</sub> , CO	New Offinso, Abofour (high traffic zones)	Respiratory & cardiovascular diseases
Open waste burning	PM <sub>10</sub> , VOCs	Urban & peri-urban areas	Eye irritation, air toxics, land degradation
Charcoal/wood fuel use	PM <sub>2.5</sub> , CO	Rural & peri-urban households	Indoor air pollution, women's health burden

Quarrying & construction	Dust, silica	Nyamebekyere, Anyinasuso, Tutuase	Reduced air visibility, soil contamination
Untarred roads	Dust	Throughout municipality	Reduced visibility, crop yield decline

Source: EPA Report, 2023

Poor air quality undermines public health and productivity, increasing municipal expenditure on healthcare. It also affects the attractiveness of the municipality for investment and tourism, particularly in areas experiencing rapid urbanization. Integrating air quality management into spatial planning, promoting afforestation buffers, and enforcing anti-burning bylaws will be critical to achieving sustainable environmental quality and meeting national clean air targets.

**2.3.5.4 Biodiversity**

Offinso Municipality lies within the semi-deciduous forest zone of Ghana and hosts significant biodiversity resources, including forest reserves such as the Asufu East, Asufu West, and Offin Shelterbelt Forest Reserves. These areas are home to diverse tree species like Odum (*Milicia excelsa*), Wawa (*Triplochiton scleroxylon*), and various fauna including birds, reptiles, and small mammals. However, the municipality’s biodiversity is under increasing threat due to illegal logging, agricultural encroachment, bushfires, sand winning, and settlement expansion, especially in fringe communities such as Anyankaso, Abofour, and Namong.

The loss of vegetative cover has led to soil erosion, reduced water retention, and decline in pollinator species, thereby affecting agricultural productivity and local climate resilience. Poor enforcement of environmental regulations and inadequate reforestation efforts further exacerbate these pressures.

The degradation of biodiversity reduces ecosystem services essential for livelihoods, water regulation, and climate adaptation. Restoring degraded forest areas, promoting community woodlots, and enforcing bye-laws on bushfire control and sustainable land use will be critical to safeguard ecological balance and enhance long-term sustainability. Annex 8 portrays the deforestation map of the municipality in the recent decade.

**2.3.5.5 Blue Economy**

Although Offinso is not a coastal area, it possesses valuable inland water resources—notably the Offin River, Subin, and other streams—which support fishing, irrigation, and domestic water supply. These resources are integral to local livelihoods, biodiversity, and climate regulation. However, siltation, pollution from farming activities, sand winning, and deforestation along riverbanks have degraded water quality and aquatic habitats. Encroachment and weak enforcement of buffer zone regulations exacerbate these challenges. (Table 16).

Sustainable utilization of inland water resources through community-based fisheries management, aquaculture development, eco-tourism (e.g., fish sanctuaries at Anyinasusu), and riverbank restoration can contribute to employment, food security, and climate resilience.

Table 16: Status of major inland water bodies

Indicator	Current Status	Challenge	Development Implication
Main Inland Water Bodies	Offin River, Subin, tributaries	Pollution, encroachment	Threat to water quality and biodiversity
Aquaculture/Fishery Sites	Small-scale (e.g., Anyinasusu fish sanctuary)	Limited investment	Lost economic potential
Riverbank Condition	Degraded in farming zones	Siltation, erosion	Increased flood risk

Source: MPCU, OMA, 2025

If degradation continues, water scarcity, declining fish stocks, and increased flood risks may undermine both livelihoods and ecosystem health. Strengthening environmental governance, promoting nature-based solutions, and integrating inland water economy strategies into the MTDP are critical for long-term sustainability.

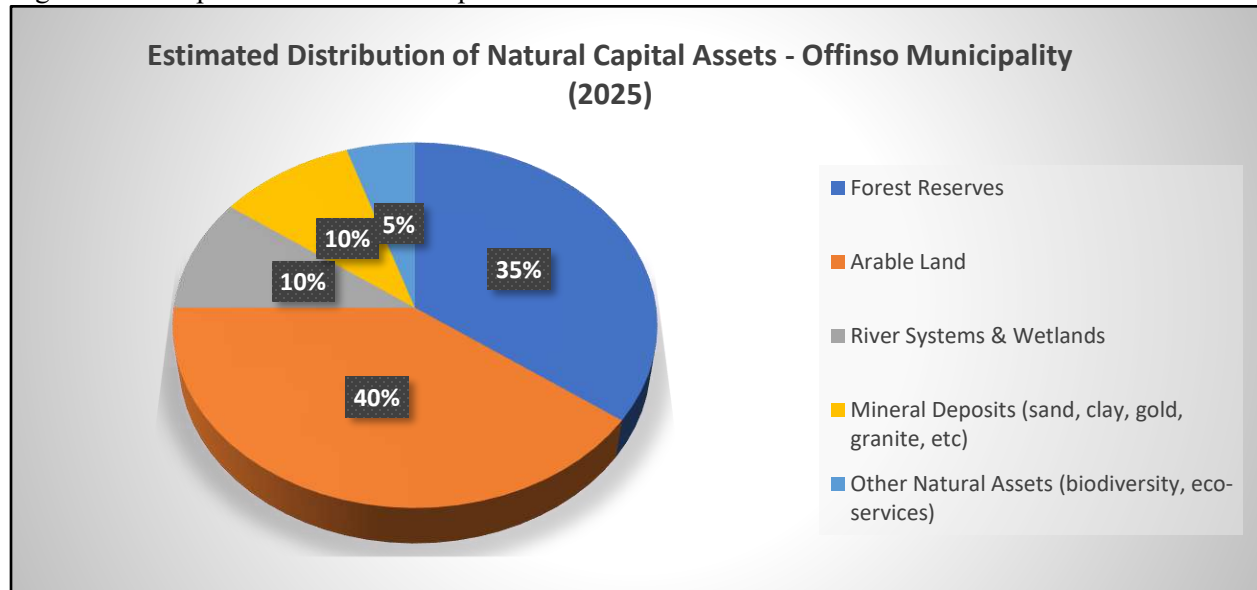
### 2.3.5.6 Natural Capital Accounting

Offinso Municipality possesses diverse natural capital assets including forest reserves, arable lands, river systems, and mineral deposits, which collectively underpin its local economy and ecosystem stability. As shown in Figure 15, arable land constitutes the largest share (about 40%) of the municipality’s natural assets, followed by forest reserves (35%), river systems and wetlands (10%), mineral deposits (10%), and other ecological assets (5%).

These assets sustain livelihoods through farming, water supply, and resource extraction, especially in areas like Nyamebekyere–Tutuase, which are rich in sand, clay, and granite. However, deforestation, sand winning, and agricultural encroachment threaten these natural stocks. The lack of a formal natural capital accounting framework also limits the integration of ecosystem values into development planning.

If degradation continues, the municipality risks reduced agricultural productivity, land erosion, and loss of biodiversity. Institutionalizing natural capital accounting can support evidence-based planning, promote green investments, and safeguard ecosystem services critical for long-term development.

Figure 15: Composition of Natural Capital Assets



Source: MPCU, OMA, 2025

### 2.3.5.7 Ecosystem Restoration and Green Infrastructure

Offinso Municipality hosts significant ecological assets including forest patches around Bonsua–Asempanaye, sacred groves (e.g., Kyiase, Mmaa Nkran), wetlands along the Offin River, and scattered community woodlots. However, over 60% of these natural ecosystems show varying levels of degradation due to uncontrolled farming expansion, illegal sand winning (Adukro–Nkenkaasu stretch), charcoal production in rural communities, and settlement growth along New Offinso–Abofour corridor. Urban centres lack adequate green infrastructure; tree cover in built-up areas has declined by an estimated 20–25% between 2010 and 2021, contributing to rising surface temperatures and storm-water flooding.

Although annual tree-planting programmes under Green Ghana contribute seedlings, survival rates remain low (30–40%) due to poor maintenance. Ecosystem restoration such as wetland rehabilitation, riparian buffer planting, community green parks, institutional landscaping would improve microclimate, reduce erosion, support biodiversity recovery, and enhance tourism potential. Investing in green infrastructure improves air quality, reduces urban heat stress, and increases climate resilience across Offinso’s rapidly urbanizing communities.

### 2.3.5.8 Infrastructure

Infrastructure underpins socio-economic growth in the municipality through transport, energy, and communication networks. While road, electricity, and telecommunication services have expanded, rural areas still face limited access and poor-quality infrastructure, affecting mobility, service delivery, and local economic activities. Strengthening these systems is vital for balanced and sustainable development.

### 2.3.5.8.1 Transportation Network

The Offinso Municipality has an estimated 420 km of road network, comprising trunk, urban, and feeder roads (Department of Urban & Feeder Roads, 2024). As shown in Figure 16, feeder roads dominate the network, accounting for over half (225km) of total road length, followed by urban (110km) and trunk roads (85km). The Kumasi–Techiman Highway remains the major trunk route linking Abofour and New Offinso to regional markets, while most rural access roads, especially in farming communities such as Sakamkrom, Amoawi, and Kayera, remain in poor condition.

The poor condition of feeder and urban roads continues to constrain the movement of agricultural produce, increase transport costs, and limit market access for rural communities. Conversely, improved road infrastructure in urban centres like New Offinso and Abofour has enhanced trade, service delivery, and private sector growth. The disparity between rural and urban connectivity underscores the need for targeted feeder road rehabilitation and bridge construction to facilitate inclusive spatial and economic development.

Figure 16: Total Road Length Estimate



Source: MPCU, OMA, 2025

### 2.3.5.8.2 Communication Infrastructure

Telecommunication and internet services in Offinso Municipality have improved markedly in recent years but remain unevenly distributed. Major operators (MTN, Telecel, AirtelTigo) provide strong mobile coverage in urban centres such as New Offinso, Abofour and Anyinasusu, while rural coverage is weaker (approx. 65%) and pockets such as Abofour Junction, Barniekrom and Samproso experience poor signal strength. Household internet access is limited; estimated at ~32% and constrained by high data costs, weak last-mile connectivity and intermittent electricity in some communities. The Assembly has embraced digital tools (DDDP, GIFMIS, DLRev, GHANEPS, Smart Workplace) and maintains a functional website ([ofma.gov.gh](http://ofma.gov.gh)), but service delivery and

citizen access remain affected by connectivity gaps. Bridging the digital divide between urban and rural settlements is crucial to enhancing access to information, education, and online business opportunities, which are essential for inclusive local economic growth.

### 2.3.5.8.3 Energy (Electricity Access)

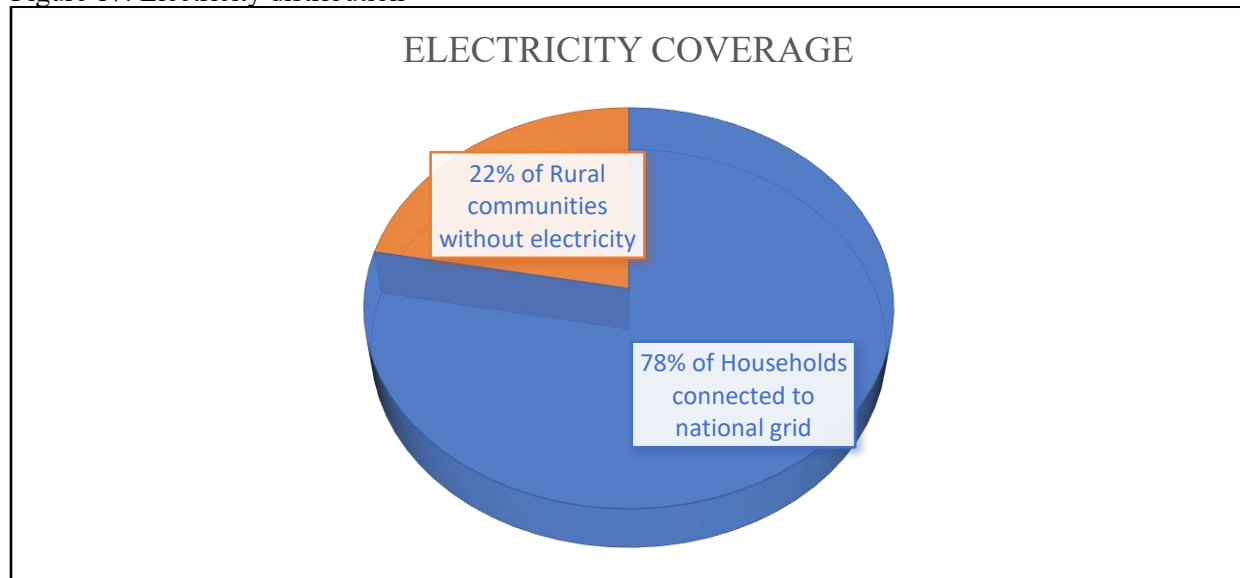
Electricity access in the Offinso Municipality is relatively high, with about 78% of households connected to the national grid, while 22% of rural communities remain unconnected. As illustrated in Figure 17, this reflects significant progress under the Self-Help Electrification Programme (SHEP), which has linked 18 additional communities between 2019 and 2024.

Despite this progress, unstable power supply remains a major concern in parts of the municipality. Several communities including Namong, Agyeimpra, Adukro, Asamankama, and Koforidua experience frequent voltage fluctuations due to overloaded transformers, and have requested for additional transformer installations to stabilize power.

Moreover, almost all communities have requested electricity extension to newly developed sites, driven by rapid urban expansion in areas such as Offinso, Abofour, and Anyinasusu. The Ministry of Energy is currently extending grid connections along the Bonsua road corridor, targeting Amankwatia, Apotosu, Ayaasu, Amaning, Barniekrom, and surrounding settlements.

These electricity gaps have direct implications for enterprise development, educational delivery, and household welfare, particularly in rural areas. Addressing transformer constraints and expanding reliable grid coverage are therefore critical for inclusive and sustainable local economic development.

Figure 17: Electricity distribution



Source: MPCU, OMA, 2025

### 2.3.5.9 Asset Maintenance

The Assembly manages a range of public assets including roads, schools, health facilities, markets, water systems, and vehicles. However, routine maintenance remains weak due to inadequate funding, poor record-keeping, and lack of preventive maintenance plans. Many physical assets, especially school blocks, market sheds, and feeder roads, deteriorate quickly after construction. Strengthening the Assembly’s asset register, allocating maintenance budgets, and enforcing maintenance schedules are essential to preserve infrastructure value, ensure service continuity, and reduce long-term repair costs.

### 2.3.6 Governance

Good governance underpins sustainable development and inclusive service delivery in Offinso Municipality. The sector emphasizes peace and security, participatory planning, collaboration with traditional authorities, transparency, and effective monitoring and evaluation. Strengthening governance systems remains essential to deepening citizen trust, improving accountability, and promoting social stability necessary for local development.

#### 2.3.6.1 Peace and Security

The Offinso Municipality generally enjoys a stable security environment, though intermittent challenges persist, including land disputes, chieftaincy succession conflicts, and petty crimes such as theft and burglary in Abofour, Namong, and New Offinso. Increasing youth unemployment and drug abuse among the youth have also been linked to social unrest in some communities. The Municipal Security Council (MUSEC) regularly engages community watch committees and traditional authorities to mitigate tensions. Persistent insecurity can deter investment, disrupt agricultural activities, and reduce local revenue mobilization. Table 17 presents a summary of some common peace and security concerns.

Table 17: Common Peace and Security Challenges

Type of Challenge	Affected Areas	Likely Cause	Development Implication
Land/Boundary disputes	Namong, Kokote, Abofour	Poor documentation of stool lands	Undermines investment and land use planning
Youth unemployment and drug abuse	New Offinso, Abofour	Unemployment, social frustration	Threat to social cohesion
Fulani herdsman invasions	Adukro, Bonsua, Kayera	Grazing pressure, weak enforcement	Destruction of crops and farmer-herder conflicts

Source: MUSEC, OMA, 2025

#### 2.3.6.2 Community Action Planning

Community action planning remains an effective tool for bottom-up participation in Offinso’s local development. Through participatory rural appraisal and durbars, communities identify priority needs such as roads, schools, and health facilities, among others. However, limited financial resources and delayed feedback from the Assembly have weakened community

confidence in the planning process. Weak community participation reduces ownership of projects and sustainability of interventions.

### **2.3.6.3 Popular Participation**

Citizens' involvement in governance is facilitated through public hearings, town hall meetings, and unit committee engagements. Participation levels have improved, particularly during budget and plan preparation. However, participation is often skewed toward urban areas such as New Offinso and Abofour, while rural communities show limited engagement due to distance, low literacy, and weak mobilization. Limited participation undermines inclusiveness and equitable representation in local decision-making.

### **2.3.6.4 Interaction with Traditional Authorities**

Traditional authorities play a crucial role in local governance, particularly in land administration, conflict resolution, and cultural preservation. The Assembly maintains close collaboration with the Offinso Traditional Council, which continues to support community development efforts and social cohesion. However, occasional conflicts over land ownership and chieftaincy succession affect peaceful coexistence in certain localities. Strengthened collaboration with traditional leaders will enhance conflict prevention and improve land-use management.

### **2.3.6.5 Corruption and Social Accountability**

The Assembly continues to promote transparency through publication of fees, procurement notices, and public hearings. Nonetheless, perceptions of favouritism and bureaucratic delays persist, especially in service delivery and public procurement. Mechanisms such as the Client Service Unit and Public Relations and Complaints Committee (PRCC) provide feedback avenues but require more public awareness. Strengthening accountability systems and citizen oversight will enhance trust and fiscal discipline.

### **2.3.6.6 Implementation, Coordination, Monitoring and Evaluation (ICM&E)**

The Municipal Planning Coordinating Unit (MPCU) oversees plan implementation, coordination, and M&E. The Assembly uses the District Development Data Platform (DDDP), GIFMIS, and quarterly performance reviews to track progress. However, inadequate logistics, data gaps, and irregular departmental reporting hinder effective monitoring. Strengthened data management and coordination are critical for evidence-based planning and performance reporting.

### **2.3.6.7 Digital Governance and E-Government**

The Offinso Municipal Assembly has made significant progress in integrating digital systems into its administrative and financial operations. The Assembly now utilizes the District Development Data Platform (DDDP) for planning and monitoring, GIFMIS for financial management, DLRev for revenue mobilization, and GHANEPS for procurement processes. Staff are also being trained to use the Smart Workplace platform, while the municipal website ([www.ofma.gov.gh](http://www.ofma.gov.gh)) serves as a hub for information dissemination and citizen engagement.

However, limited ICT infrastructure in sub-district offices, low digital literacy among staff, and unstable internet connectivity constrain full system utilization. These gaps limit efficiency, data-driven decision-making, and transparency. Strengthening digital governance will enhance local accountability, reduce paperwork and delays, and improve service delivery — positioning the Assembly to attract more performance-based funding under the government’s digital transformation agenda.

### **2.3.6.8 Institutional Capacity and Human Resource Development**

The Assembly operates with an average staffing strength of about 70% of approved positions filled, with notable gaps in technical and engineering roles. Periodic staff training and capacity-building workshops are conducted, though logistical constraints and inadequate equipment affect performance. Limited succession planning and frequent staff transfers also disrupt institutional memory.

Addressing these gaps through continuous professional development, digital skills enhancement, and motivation schemes will improve operational efficiency and accountability. Stronger institutional capacity will ensure more effective project implementation, enhance citizen trust, and sustain service delivery in line with decentralization reforms.

### **2.3.6.9 Emergency Preparedness & Response**

Emergency Preparedness and Response cover the municipality’s capacity to prevent, anticipate, manage and recover from disasters including biological, geological, hydrometeorological, technological and human-induced. Strengthening this sector reduces loss of life, protects assets and livelihoods, and preserves development gains by improving early warning, response coordination and community resilience.

#### **2.3.6.9.1 Disaster Incidents**

Offinso Municipality continues to experience recurrent disaster incidents, mainly flooding, bushfires, road accidents, and localized industrial and quarry-related hazards. Flooding remains the most frequent, affecting low-lying communities and market areas such as Abofour, Kokote, and Offinso New Town due to poor drainage and unregulated development. Bushfires are prevalent in dry-season farming zones, while quarrying and sand-winning activities in Nyamebekyere–Tutuase and surrounding areas expose residents to dust pollution and occupational risks. Occasional disease outbreaks, particularly diarrheal and vector-borne diseases, also occur in peri-urban and rural settlements where sanitation infrastructure is inadequate. These hazards collectively damage property, disrupt livelihoods, and strain municipal resources.

#### **2.3.6.9.2 Disaster risk management**

Disaster risk management efforts are coordinated mainly through the Municipal NADMO Secretariat, with support from the Fire Service, Environmental Health Unit, and Assembly substructures. However, these institutions are constrained by limited logistics, weak data systems,

and inadequate funding. Early warning coverage and community sensitization remain insufficient, and the municipality lacks a comprehensive hazard risk register. Poor waste disposal, deforestation, and the obstruction of watercourses continue to heighten exposure to floods and related hazards. This situation reflects a growing need for a proactive, data-driven, and community-led approach to risk reduction.

### 2.3.6.9.3 Disaster preparedness and response

Disaster preparedness and response systems remain largely reactive, depending heavily on regional NADMO support. While some public education and simulations have been undertaken, the municipality has inadequate emergency stockpiles, ambulances, and equipment for rapid response especially during floods. Rural areas face longer response times due to poor road conditions, while urban centres benefit from better coordination and communication. Strengthening early warning systems, community volunteer groups, and pre-positioned emergency resources will enhance resilience and reduce disaster impacts across the municipality.

A summary of recent disaster incidents and local response capacity is presented in Table 18; highlighting key hazards, affected communities, causes, and existing mitigation measures.

Table 18: Key disaster incidents, causes, affected communities and mitigation measures

Incident type	Most affected communities / zone	Frequency (last 5 yrs)	Primary causes	Immediate impacts	Response capacity (Yes/No / remarks)
Flooding	Offinso New Town, market corridors, low-lying communities	4	Heavy rains, blocked drains, encroachment	Road/market damage, displacement	Partial — drainage works needed
Bushfires	Fringe farming communities (dry season)	6	Slash-and-burn, dry vegetation	Loss of vegetation, farmland	Limited — fire control equipment scarce
Quarry/Extraction accidents	Nyamebikyere–Tutuase zone	3	Unregulated sand winning, weak oversight	Injuries, land collapse	No formal emergency rescue at site
Disease outbreaks (water-borne)	Peri-urban settlements, market areas	2	Poor sanitation, contaminated water	Morbidity, school absenteeism	Public health response active but under-resourced
Road traffic accidents	Kumasi–Techiman Highway & feeder roads	10	High traffic, poor road condition	Fatalities, injuries	Ambulance/first response limited

Source: NADMO Report (2024)

### 2.3.6.10 A summary of key issues

A comprehensive review of the 2022–2025 Medium-Term Development Plan, complemented by extensive community engagements and an assessment of the municipality’s existing conditions, revealed a set of critical development challenges that continue to influence Offinso’s growth trajectory. These issues summarized in Table 19 cut across all development dimensions, highlighting persistent gaps in economic performance, social service delivery, environmental management, infrastructure provision, governance, and emergency preparedness. Collectively, the identified issues provide a strategic basis for prioritizing interventions in the 2026–2029 planning period and ensuring that development efforts respond effectively to the needs and aspirations of the municipality.

Table 19: Summary of key development issues

Development Dimension	Key Development Issues
Economic Development	Revenue under-performance
	Limited capacity of MSMEs
	Limited modern markets
	High cost of agricultural production inputs
	Limited agro-processing and value addition capacity
	Poor tourism infrastructure
	High youth unemployment
Social Development	Inadequate school infrastructure
	Uneven distribution of health facilities and CHPS under-equipment
	High HIV/AIDS incidence among youth
	Multi-dimensional poverty
	Poor maintenance of WASH facilities
	Inadequate toilet facilities
	Inadequate potable water
	Poor sanitation and waste management
	Weak child protection systems
	Limited social protection coverage
Environment, Infrastructure & Human Settlement	Illegal logging of trees and sand winning activities
	High climate vulnerability (floods, long dry spells, crop failures, etc)
	Poor road network
	Poor drainage systems
	Poor and inadequate maintenance of infrastructure
	Inadequate street lighting and road signs
	Lack of electricity in new areas and unreliable power supply
	Weak enforcement of planning and building regulations
	Weak enforcement of environmental laws and regulations
	Governance, Corruption & Public Accountability
Weak participatory planning and budgeting	
Inadequate logistics for decentralized departments	
Chieftaincy disputes	
Narcotic trafficking and drug abuse	

Emergency Planning & Response (incl. COVID-19 Recovery)	Poor early warning systems
	Human-induced events (sand winning, encroachment, domestic and bushfires, etc)
	Limited logistics and emergency preparedness capacity of NADMO
Implementation, Coordination, Monitoring & Evaluation	Delays in statutory fund releases
	Weak inter-sectoral collaboration
	Weak M&E systems across departments
	Inadequate staffing in key departments

Source: MPCU, OMA, 2025

**2.3.6.11 SWOT Analysis of Identified Key Development Issues**

A SWOT analysis was conducted to assess the internal strengths and weaknesses of the municipality, as well as the external opportunities and threats that may influence the resolution of the identified development issues. The detailed matrix is presented in Annex 3 and serves as a strategic guide for formulating realistic interventions for the 2026–2029 planning period.

**2.4 Medium-term needs assessment**

This section presents the medium-term (2026–2029) development needs of Offinso Municipality derived from: (a) the population and service demand projections, (b) the performance review of the 2022–2025 MTDP, (c) community needs from the CAPs, and (d) gaps identified in the situational analysis and SWOT. The assessment quantifies the shortfalls between existing conditions and desired medium-term service levels, providing the basis for prioritizing interventions for the upcoming planning cycle.

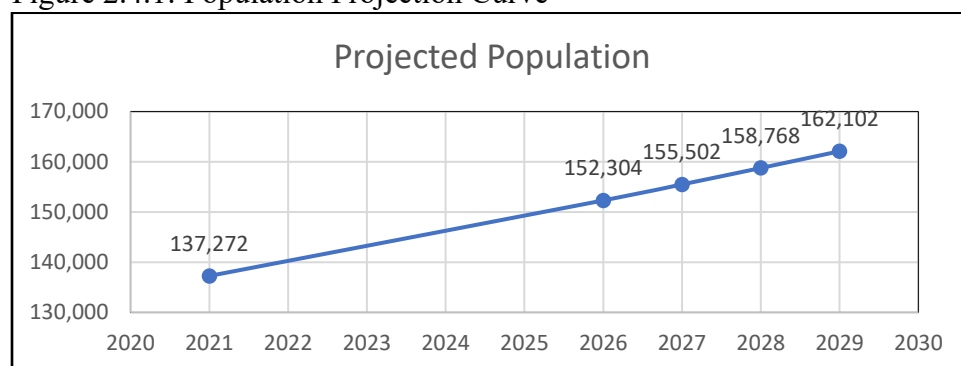
**2.4.1 Population and Service Demand Projections**

Population growth is a major determinant of future service needs. Based on the 2021 PHC population of 137,272 and a local annual growth rate of 2.1%, the municipal population is projected to reach approximately 162,102 by 2029. The projected increase of about 24,830 people will intensify demand for water, sanitation, education, electricity, roads, health, and housing.

Table 20: Population Projection (2021–2029)

Year	Projected Population
2021 (Base Year)	137,272
2026	152,304
2027	155,502
2028	158,768
2029	162,102

Figure 2.4.1: Population Projection Curve



## 2.4.2 Sector Needs and Gap Assessment

This section quantifies the gaps between current service levels and the desired 2029 targets. Targets broadly align with national sector standards, community priorities, and Offinso’s development aspirations.

### A. Water, Sanitation and Hygiene (WASH)

Table 21: WASH Needs Assessment

Indicator	Current Coverage (2025)	Target (2029)	Gap (Absolute/%)	Required Interventions
Potable water access	70%	80%	+10% (~3,464 households)	Boreholes, mini-piped systems, water extension, rehabilitation
Improved toilet coverage	55%	70%	+15% (~5,179 households)	CLTS expansion, household latrine support, school toilets
Solid waste collection	50%	70%	+20%	Compaction trucks, communal skips, recycling initiatives

### B. Roads, Transport and Drainage

Table 22: Road and Drainage Needs Assessment

Indicator	Current Status	2029 Target	Gap	Required Interventions
Roads in good condition	15%	50%	+35%	Routine maintenance, reshaping, spot improvements, asphalt overlay
Feeder road condition	1%	20%	+19%	Upgrading feeder roads linking farms/markets
Critical drains	Fragmented and inadequate	Functional drains in all hotspot communities	Major deficit	Lined drains (Offinso New Town, Abofour, Namong), culverts & minor drains

## C. Energy (Electricity & Street Lighting)

Table 23: Energy Needs Assessment

Indicator	Current	2029 Target	Gap	Required Interventions
Electricity access	87%	95%	+8%	Last-mile connections; transformers; renewable mini-grids
Street lighting	~35%	70%	+35%	LED streetlights, maintenance units, solar streetlights

## D. Education Infrastructure

Using the 2021 PHC school-age population and GES Planning Standards:

### Current Situation:

- Inadequate classrooms, furniture, and early childhood facilities.
- Uneven distribution of JHS and SHS facilities.

### Medium-Term Targets:

- Eliminate all identified classroom deficits in 55 basic schools.
- Improve KG infrastructure based on LUSPA/GES space standards.

Table 24: Education Needs

Deficit Area	Current Gap	2029 Requirement	Remarks
Classroom blocks (KG–JHS)	45–60 classrooms estimated shortfall	70+ new classrooms & furniture	Based on enrolment trends and population growth
School toilet facilities	30% of schools lacking	All schools with functional WASH	Prioritize KG & rural schools
Furniture	Deficit across all levels	Supply 5,000+ desks by 2029	Using GES ratio 2 pupils per desk

## E. Health Infrastructure

Based on LUSPA 2025 Health Planning Standards:

### Current Situation:

- Uneven CHPS distribution; some sub-communities travel long distances for care.
- CHPS under-equipment persists.

### Medium-Term Targets:

- 4–6 new CHPS compounds
- Full equipment of existing CHPS

- One upgraded health centre in a strategic location

Table 25: Health Needs Assessment

Facility Type	Current Status	Medium-Term Need	Remarks
CHPS Compounds	9 functional, some under-equipped	+4–6 new CHPS	Rural-focused locations
Health Centres	2 existing, inadequate coverage	Upgrade 1; build 1 additional	Based on 5,000–15,000 population service standard
Maternal/Newborn facilities	Limited dedicated space	Provide maternity wards & delivery beds	Reduce referrals & risk

## F. Local Economic Development (LED) and IGF

### Current Situation:

- IGF performance (2022–2025) stood at 96.8% (GHS 8,761,762.29) over the estimated or budgeted, leaving a gap of GHS 292,197.71.
- Markets lack proper infrastructure; MSMEs operate in informal clusters.

### Target (2026-2029):

- Raise IGF performance to at least 50% of medium-term projection (**GHS 85,813,800**)
- Establish structured MSME support and modernised market facilities

Table 26: LED Needs Assessment

Need Area	Current Situation	2026-2029 Target	Gap/Need
IGF performance	96.8%	>100%	Stronger enforcement, digitisation
MSME capacity	Limited skills & finance	Active business support schemes	Business incubator, training
Market facilities	Congested, poor sanitation	Modernised markets	Offinso, Abofour upgrades

## G. Governance, Emergency Response & Administration

Table 27: Governance & Emergency Needs

Area	Current Gaps	2029 Requirement
Sub-district structures	Inadequate logistics, weak planning	Strengthening & equipping all four zonal councils
Emergency preparedness	No automated early warning; limited logistics	ICT-based early warning, NADMO equipment
Administrative logistics	Transport & office equipment deficits	2 pickup vehicles & basic equipment

### 2.4.3 Spatial Distribution of Needs

Service deficits exhibit clear spatial patterns across Offinso Municipality:

- Offinso Township & Abofour: poor drainage, crowded schools, high sanitation gaps.
- Namong, Aboasu, Samproso, Amoawi, and peri-urban belts: water shortages, poor roads, low street lighting, and CHPS deficits.
- **Riverine and low-lying communities:** high climate vulnerability requiring flood control and riparian buffer protection.
- **Market centres:** congestion, weak waste management, and high demand for electrification and stalls.

### 2.4.4 Prioritisation of Medium-Term Needs

The prioritisation of medium-term needs was guided by NDPC’s standard criteria, including the magnitude of existing service gaps, the population to benefit, spatial equity, cost-effectiveness, alignment with national and municipal development priorities, and the potential impact on economic and social transformation. These considerations ensured that interventions selected for implementation between 2026 and 2029 address the most pressing development challenges of the municipality. Top Priority Needs (2026–2029) comprise of:

1. Expansion of potable water systems in peri-urban and rural communities
2. Construction and upgrading of critical drains in Offinso New Town, Abofour, and Namong
3. Improvement of urban and feeder road conditions
4. Provision of classroom blocks, school WASH facilities, and furniture
5. Construction and equipping of new CHPS compounds and upgrading existing health facilities
6. Increased street lighting and extension of electricity to new settlements
7. Strengthening of solid waste management systems and equipment
8. Enhancement of IGF mobilisation through digitisation and enforcement
9. Strengthening of sub-district structures and emergency preparedness systems
10. IGF mobilisation and enforcement reforms

### 2.4.5 Summary of Medium-Term Needs

Table 28: Consolidated Medium-Term Needs (2026–2029)

Sector	Key Medium-Term Needs
WASH	3,464 new water connections; 5,179 improved toilets; expanded waste equipment
Roads & Drainage	35% improvement in road condition; major drains in Offinso, Abofour, Namong
Energy	8% increase in electricity access; 35% increase in street lighting
Education	70 classroom blocks; 5,000 desks; school WASH facilities
Health	4–6 CHPS; maternity facilities; one upgraded health centre

LED & Markets	Modernised markets; MSME training; IGF digitisation
Governance & Emergency	Strengthened sub-districts; NADMO logistics; early warning systems

Source: MPCU, OMA, 2025

**2.5 Development Implications**

The assessment of the municipality’s existing conditions and medium-term needs reveals critical implications for development planning over the 2026–2029 period. Population growth and expanding peri-urbanization will continue to increase demand for infrastructure, water, sanitation, education, electricity, and health services. Persistent gaps in road and drainage networks imply heightened flood risks, reduced mobility, and constrained agricultural and economic activities. Limited WASH coverage and inadequate waste management pose significant public health risks, particularly in densely populated communities.

Weak enforcement of physical planning and environmental regulations contributes to unplanned growth, land degradation, and rising climate vulnerability. Similarly, shortfalls in IGF mobilization and logistics for decentralized departments may undermine service delivery unless addressed through improved revenue systems and institutional strengthening. Social development indicators, including school infrastructure deficits, uneven distribution of health facilities, and high youth unemployment rates, underscore the need for targeted investments in human capital and local economic development. The increasing frequency of climate-related hazards and limited emergency preparedness also necessitate greater investment in disaster risk reduction and early warning systems.

Overall, these implications underscore the need for a coordinated, spatially balanced, and resource-efficient development strategy that strengthens economic competitiveness, enhances social wellbeing, improves infrastructure resilience, safeguards the environment, and builds institutional capacity to deliver quality public services across the municipality.

## CHAPTER THREE: KEY DEVELOPMENT PRIORITIES

### 3.1 Introduction

This chapter outlines the key development priorities for the Offinso Municipal Assembly for the 2026–2029 planning period. The priorities are derived from the situational analysis, medium-term needs assessment, stakeholder consultations, and alignment with national development frameworks such as the Coordinated Programme of Economic and Social Development Policies (CPESDP), the Ghana@100 Long-Term Plan, and the 2026–2029 National Medium-Term Development Policy Framework (NMTDPF). The chapter presents the strategic focus areas that will guide resource allocation, programme formulation, and implementation, ensuring that development efforts address the most pressing challenges while leveraging emerging opportunities for inclusive and sustainable growth.

### 3.2 Summary of Process for Prioritisation of Development Priorities

The Assembly, through the Municipal Planning Coordinating Unit (MPCU), undertook a structured and participatory process to prioritise the key development issues identified in Chapter Two. The process ensured that priority-setting was transparent, data-informed and aligned with community needs, national development frameworks, and the 2030 Agenda.

#### 3.2.1 Steps in the Prioritisation Process

##### STEP 1: Compilation of Key Issues

All development issues emanating from the performance review of the 2022–2025 MTDP, community engagements, departmental inputs and situational analysis were consolidated into a single list.

##### STEP 2: Stakeholder Consultations

Representatives from decentralized departments, traditional authorities, youth groups, women's groups, private sector actors and security agencies were engaged to assess the relative importance of each issue.

##### STEP 3: Application of Prioritisation Criteria

Stakeholders scored each development issue using agreed criteria including:

- Severity and diversity of the problem
- Expected socio-economic and environmental benefits
- Alignment with basic human needs and rights
- Economic transformation and multiplier effects
- Spatial equity and settlement development
- Environmental sustainability, climate and disaster risk considerations
- Impact on vulnerable and marginalised groups

- Alignment with the five national priority SDG targets (4.1, 6.2, 7.3, 8.5 and 16.6)

#### **Weighted Prioritisation Criteria**

<b>Criteria</b>	<b>Weight (%)</b>	<b>Justification</b>
Severity & diversity of problem	20%	Directly affects the largest population and service gaps
Expected socio-economic & environmental benefits	15%	Stronger benefits produce wider impact
Linkages to basic human needs	15%	Water, sanitation, health, education, livelihoods
Economic transformation & multiplier effects	15%	Supports jobs, investment, productivity
Spatial equity & settlement development	10%	Promotes fair distribution of services
Climate resilience, environmental sustainability & DRR	10%	Reduces climate risks and protects natural systems
Gender & vulnerability inclusion	10%	Targets the poor, women, youth, PWDs
Contribution to SDG priority targets	5%	Supports national development acceleration

- **Total: 100%**

#### **STEP 4: Use of a Weighted Scoring Matrix**

A weighted prioritisation matrix (Table 29) was applied to generate composite scores for each issue. The detailed stakeholder scoring, including raw scores per criterion, is presented in Annex 4.

#### **STEP 5: Ranking and Validation:**

The composite scores were ranked and validated by the MPCU and key stakeholders to ensure fairness, relevance and consistency with municipal development aspirations.

### **3.2.2 Prioritisation Tool and Rationale**

A weighted scoring matrix was used because it:

- Allows objective comparison of diverse issues using measurable criteria,
- Incorporates stakeholder perceptions in a transparent manner,
- Ensures alignment with national SDG commitments,
- Provides a defensible basis for selecting the most pressing medium-term priorities.

### **3.2.3 Prioritisation Matrix**

A weighted scoring matrix was applied to rank the issues based on stakeholder assessments, and the consolidated results are presented in Table 29. The detailed criterion-level scoring and weighting process is provided in Annex 4.

Table 29: Prioritisation Matrix (Weighted Total Scores Only)

<b>Key Development (Prioritized) Issues</b>	<b>Stakeholder Score (1–5)</b>	<b>Weighted Score (Total)</b>	<b>Rank</b>
Poor road network	5	5.00	1
Poor drainage systems	5	5.00	2
Inadequate potable water supply	5	5.00	3
Poor sanitation and waste management	5	5.00	4
Inadequate school infrastructure	4	4.00	5
Uneven distribution of health facilities / CHPS under-equipment	4	4.00	6
High climate vulnerability	4	4.00	7
High youth unemployment	4	4.00	8
Inadequate household toilet facilities	4	4.00	9
Revenue under-performance	4	4.00	10
Inadequate street lighting and road signs	3	3.00	11
Poor maintenance of WASH facilities	4	4.00	12
Limited agro-processing and value addition	3	3.00	13
Poor and inadequate maintenance of infrastructure	3	3.00	14
Delays in release of statutory funds	3	3.00	15
Human-induced environmental events	3	3.00	16
Limited NADMO logistics and preparedness capacity	3	3.00	17
Limited modern markets	3	3.00	18
Weak inter-sectoral collaboration	3	3.00	19
Weak enforcement of planning and building regulations	3	3.00	20
Illegal logging and sand winning	2	2.00	21
Weak child protection systems	2	2.00	22
High HIV/AIDS incidence among youth	2	2.00	23
Poor tourism infrastructure	2	2.00	24
Multi-dimensional poverty	2	2.00	25
Limited social protection coverage	2	2.00	26
Weak enforcement of environmental regulations	2	2.00	27
Limited capacity of MSMEs	3	3.00	28
Narcotic trafficking and drug abuse	2	2.00	29
Weak M&E systems across departments	2	2.00	30
High cost of agricultural production inputs	2	2.00	31
Inadequate staffing in key departments	2	2.00	32
Poor early warning systems	3	3.00	33
Chieftaincy disputes	1	1.00	34
Ineffective sub-district structures	2	2.00	35
Weak participatory planning and budgeting	2	2.00	36
Inadequate logistics for decentralized departments	2	2.00	37

Source: MPCU, OMA, 2025

### 3.3 List of key development priorities

Based on the weighted matrix and stakeholder validation, the following priority development areas emerged, ranked from highest to lowest priority. These priorities form the basis for the formulation of goals, objectives, and development programmes.

1. Improve the municipal road network (highest priority)
2. Construct and upgrade critical drainage systems/flood control
3. Expand potable water supply to peri-urban and rural areas
4. Strengthen sanitation and solid waste management systems
5. Expand and rehabilitate school infrastructure (classrooms, furniture, WASH)
6. Expand CHPS coverage and equip existing health facilities
7. Address climate vulnerability: adaptation measures for flood and drought prone areas
8. Tackle high youth unemployment: skills, TVET, and entrepreneurship programmes
9. Provide improved household toilets (sanitation access for households lacking facilities)
10. Strengthen revenue performance (IGF) and improve financial management
11. Improve electricity access and street lighting (last-mile connections and LED streetlights)
12. Improve maintenance of WASH facilities and O&M systems
13. Address limited agro-processing & value-addition capacity (support for food processing)
14. Rehabilitate and maintain public infrastructure (buildings, staff quarters, markets)
15. Reduce delays in statutory fund releases and improve budget predictability
16. Address human-induced hazards and enforce environmental rules
17. Enhance emergency preparedness and logistics for NADMO
18. Strengthen revenue generation via modern markets and MSME support
19. Improve institutional capacity: staffing, M&E systems, and inter-sectoral collaboration
20. Address weaker governance aspects: planning/enforcement, participatory budgeting and sub-district logistics
21. Strengthen law enforcement against environmental violations
22. Scale-up social protection coverage and child protection systems
23. Address narcotic trafficking and drug abuse through prevention and rehabilitation programmes
24. Promote tourism infrastructure improvement for targeted sites
25. Address multi-dimensional poverty through targeted livelihood and social support packages
26. Strengthen enforcement of planning/building codes and environmental regulations
27. Improve street signage, road safety and traffic management
28. Enhance MSME capacity and access to finance
29. Improve monitoring & evaluation systems across departments
30. Address sector-specific service distribution inequalities (health, education, water)
31. Support climate-resilient agriculture and address high input costs
32. Reduce chieftaincy disputes through mediation and conflict-resolution mechanisms
33. Strengthen community-level early warning systems and disaster risk education
34. Improve market sanitation and waste management in high-activity centres
35. Address weaknesses in sub-district structure effectiveness
36. Improve participatory planning and community engagement in budgeting
37. Improve logistics for decentralised departments (vehicles, equipment)
38. Ensure adequate staffing in key technical departments

## CHAPTER FOUR: DEVELOPMENT GOALS, OBJECTIVES STRATEGIES AND PROGRAMMES

### 4.1 Introduction

This chapter presents the overarching development goals, specific objectives and strategic interventions that the Offinso Municipal Assembly will pursue during the 2026–2029 Medium-Term Development Plan period. The goals and objectives are derived from the prioritised development issues outlined in Chapter Three and are aligned with the national policy framework, the Coordinated Programme of Economic and Social Development Policies (CPESDP), and relevant SDG priority targets. The strategies outlined in this chapter provide a coherent set of actionable directions to guide sectoral planning, resource allocation and implementation across the municipality.

### 4.2 Development Goals

The development goals for the Offinso Municipal Assembly’s 2026–2029 Medium-Term Development Plan were formulated based on the prioritised development issues identified in Chapter Three, stakeholder consultations, and alignment with national development priorities and cross-cutting themes such as climate change, gender equality, disaster risk reduction, digitalisation, and inclusiveness. The goals provide a clear direction for achieving sustainable socio-economic transformation within the municipality. A compatibility assessment was undertaken to ensure that the development goals reinforce one another and do not create contradictions during implementation. Table 30 presents the compatibility matrix, which assesses the extent to which each goal supports or aligns with the others.

Table 30: Compatibility of Development Goals

Goal	Goal 1	Goal 2	Goal 3	Goal 4
<b>Goal 1:</b> Inclusive and resilient economic growth	High	High	High	Medium
<b>Goal 2:</b> Improved access to quality social services	High	High	High	High
<b>Goal 3:</b> Environmental sustainability and resilient infrastructure	High	High	High	High
<b>Goal 4:</b> Good governance and effective institutions	Medium	High	High	High

Source: MPCU, OMA, 2025

According to Table 30, the results show strong alignment across all four development goals, with most pairings rated as High compatibility. This indicates that the goals are mutually reinforcing, particularly in areas linking economic development with social improvement, environmental resilience and good governance. A few Medium ratings were noted, mainly where goals require coordinated implementation to avoid overlap, but no conflicts were identified. Overall, the goals are consistent and provide a coherent foundation for the 2026–2029 MTDP.

### **4.3 Matrix on Development Goals, Objectives Strategies and Programmes**

The matrix presented in Table 31 outlines the linkage between the prioritised development issues and corresponding goals, objectives, aligned national objectives, strategies and development programmes for the 2026–2029 planning period. The matrix ensures coherence between local development needs and the national Medium-Term Policy Framework while providing a clear basis for sectoral planning and programme formulation.

Table 31: Matrix on Development Goals, Objectives Strategies and Programmes

Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
<b>Dimension/Thematic Area: Economic Development</b>					
Revenue under-performance	Strengthen the Assembly’s internal revenue base and financial management.	Increase own-source revenue by 50% over the 2025 baseline and achieve 90% timely financial reporting by 2029.	Improve fiscal performance and revenue mobilisation at the sub-national level.	<ul style="list-style-type: none"> <li>• Digitise property/market registers and e-billing.</li> <li>• Strengthen enforcement and IGF audits.</li> <li>• Build staff capacity and introduce a transparency dashboard.</li> <li>• Conduct quarterly revenue performance reviews.</li> </ul>	Local Revenue Reform & Financial Accountability Programme
Limited capacity of MSMEs	Build productive and competitive MSMEs in the municipality.	Formalise and strengthen 600 MSMEs; increase average MSME revenues by 30% by 2029.	Strengthen MSME development, business support services and access to finance.	<ul style="list-style-type: none"> <li>• Establish municipal MSME hub/incubator.</li> <li>• Deliver BDS training &amp; mentorship.</li> <li>• Facilitate access to finance and certification.</li> <li>• Support market linkages.</li> </ul>	MSME Capacity Development & Incubation Programme
Limited modern markets	Provide safe, organised and revenue-generating market infrastructure.	Upgrade 2 major markets and increase market IGF by 40% by 2029.	Modernise market infrastructure and improve local business environments.	<ul style="list-style-type: none"> <li>• Redevelop priority markets using PPPs.</li> <li>• Provide utilities (toilets, water, lighting).</li> <li>• Formalise stall allocations.</li> <li>• Improve market sanitation services.</li> </ul>	Market Modernisation & Clean Markets Initiative
High cost of agricultural production inputs	Reduce production costs and improve affordable input access for farmers.	Reduce average cost of key inputs by 20% for 5,000 farmers through collective procurement and support schemes by 2029.	Improve agricultural productivity and access to inputs for smallholders.	<ul style="list-style-type: none"> <li>• Bulk-procurement/cooperative input schemes.</li> <li>• Promote input warehouses and voucher schemes.</li> <li>• Strengthen extension on efficient input use.</li> </ul>	Farmer Input Support & Aggregation Programme
Limited agro-processing and value-addition capacity	Expand local agro-processing and value addition.	Establish 2 agro-processing centres and support 150 farmers/processors to	Promote agro-industrialisation and value-chain development.	<ul style="list-style-type: none"> <li>• Facilitate community processing hubs.</li> <li>• Support access to equipment financing.</li> <li>• Provide standards/packaging</li> </ul>	Agro-Processing & Value-Chain Development Initiative

		adopt value-addition technologies by 2029.		training. • Strengthen farmer–processor–market linkages.	
Poor tourism infrastructure	Improve basic infrastructure at cultural and tourism sites.	Upgrade facilities at 1–2 priority tourism sites and support 10 tourism MSMEs by 2029.	Develop domestic tourism infrastructure and promote cultural heritage.	• Improve access roads, signage & sanitation. • Promote tourism packages. • Support homestays/crafts and local tourism MSMEs.	Local Tourism Development & Heritage Promotion Project
High youth unemployment	Create decent employment and entrepreneurship opportunities for the youth.	Reduce youth unemployment by 20% and support 1,000 youth with skills, internships or start-up support by 2029.	Promote productive employment and youth empowerment (TVET & entrepreneurship).	• Expand TVET/apprenticeships. • Provide start-up grants and incubation. • Organise job fairs and LMIS. • Implement public works for short-term jobs.	Youth Employment & Skills Development Programme
<b>Prioritised Issues</b>	<b>Goals</b>	<b>Objectives</b>	<b>Aligned National Objectives</b>	<b>Strategies</b>	<b>Development Programme</b>
<b>Dimension/Thematic Area: Social Development</b>					
Inadequate school infrastructure	Improve access to safe and adequate educational infrastructure.	Provide 10 new classrooms, rehabilitate 8, and eliminate schools under trees in all circuits by 2029.	Expand access to quality and equitable basic education.	• Construct basic school infrastructure in underserved areas. • Rehabilitate dilapidated structures. • Ensure school WASH facilities availability.	Education Infrastructure Expansion Programme
Uneven distribution of health facilities and CHPS under-equipment	Improve access to quality primary health services.	Equip all CHPS zones and construct 2 new facilities in underserved communities by 2029.	Expand equitable access to quality primary healthcare services.	• Upgrade CHPS compounds and supply essential equipment. • Deploy community health staff. • Strengthen CHPS outreach.	Primary Healthcare Strengthening Programme
High HIV/AIDS incidence among youth	Reduce the incidence of HIV/AIDS among young people.	Reduce new HIV infections among youth by 30% by 2029.	Reduce new HIV infections and improve sexual/reproductive health outcomes.	• Intensify school/community-based sensitisation. • Expand voluntary testing and counselling. • Promote youth-friendly reproductive health services.	Youth HIV Prevention & SRH Programme

Multi-dimensional poverty	Improve social inclusion and reduce poverty in vulnerable communities.	Reduce multi-dimensional poverty levels in at least 10 identified communities by 15% by 2029.	Reduce poverty and enhance livelihoods of vulnerable groups.	<ul style="list-style-type: none"> <li>• Targeted livelihood support and skills training.</li> <li>• Promote LEAP and complementary services.</li> <li>• Facilitate community-driven development interventions.</li> </ul>	Poverty Reduction & Livelihood Empowerment Programme
Poor maintenance of WASH facilities	Ensure sustainable management and functionality of WASH infrastructure.	Improve functionality of public WASH facilities from 60% to 90% by 2029.	Improve access to sustainable WASH services.	<ul style="list-style-type: none"> <li>• Establish WASH management committees.</li> <li>• Conduct regular maintenance and audits.</li> <li>• Enforce facility management standards.</li> </ul>	WASH Facility Management & Sustainability Programme
Inadequate toilet facilities	Expand access to improved household and public sanitation facilities.	Increase household access to improved toilets from 34% to 60% by 2029.	End open defecation and expand access to improved sanitation.	<ul style="list-style-type: none"> <li>• Promote household toilet construction through subsidies/credit.</li> <li>• Construct public toilets in markets/transport terminals.</li> <li>• Promote CLTS in rural communities.</li> </ul>	Sanitation & Toilet Access Expansion Programme
Inadequate potable water	Ensure equitable access to safe drinking water.	Increase potable water coverage from 72% to 90% by 2029.	Expand access to safe, reliable and affordable water services.	<ul style="list-style-type: none"> <li>• Rehabilitate broken boreholes.</li> <li>• Drill new boreholes in water-scarce communities.</li> <li>• Extend small-town water systems.</li> </ul>	Municipal Water Access Improvement Programme
Poor sanitation and waste management	Improve environmental sanitation and integrated waste management.	Increase solid waste collection coverage from 55% to 85% by 2029.	Improve solid and liquid waste management systems.	<ul style="list-style-type: none"> <li>• Expand waste collection services.</li> <li>• Support recycling/composting initiatives.</li> <li>• Enforce sanitation by-laws and routine clean-ups.</li> </ul>	Integrated Municipal Waste Management Programme
Weak child protection systems	Strengthen protection systems for children and vulnerable groups.	Reduce reported child abuse cases by 20% and strengthen child protection systems in all area councils by 2029.	Strengthen social protection and child welfare systems.	<ul style="list-style-type: none"> <li>• Train community-based child protection teams.</li> <li>• Intensify awareness and reporting mechanisms.</li> <li>• Support reintegration of affected children.</li> </ul>	Child Protection & Family Support Programme
Limited social protection coverage	Expand the reach of social protection interventions.	Increase enrolment in LEAP and complementary	Expand and strengthen social protection for vulnerable groups.	<ul style="list-style-type: none"> <li>• Facilitate LEAP enrolment.</li> <li>• Link beneficiaries to livelihood</li> </ul>	Social Protection Expansion &

		livelihood activities by 25% by 2029.		support. • Improve targeting and case management.	Inclusion Programme
Prioritised Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
<b>Dimension/Thematic Area: Environment and Human Settlement Development</b>					
Illegal logging and sand winning activities	Strengthen natural resource governance and reduce illegal extraction.	Reduce recorded incidents of illegal logging and unauthorized sand winning by 60% and restore 50 ha of degraded riparian buffer zones by 2029.	Strengthen sustainable natural resource management and enforcement at sub-national level.	<ul style="list-style-type: none"> <li>• Strengthen community forest committees and ranger patrols.</li> <li>• Enforce buffer zones and permit systems; prosecute offenders.</li> <li>• Promote alternative livelihoods (tree-nurseries, agroforestry).</li> <li>• Reforestation and riparian restoration.</li> </ul>	Natural Resource Management & Alternative Livelihoods Programme
High climate vulnerability (floods, long dry spells, crop failures, etc.)	Build climate resilience and disaster risk reduction capacity.	Develop and implement community adaptation plans in 6 hotspot communities; reduce flood-related household losses by 50% by 2029.	Enhance local climate adaptation, DRR measures and resilience building.	<ul style="list-style-type: none"> <li>• Conduct vulnerability mapping and community adaptation planning.</li> <li>• Implement nature-based solutions (wetland restoration, tree planting).</li> <li>• Mainstream climate-smart agriculture and drought-resilient crops.</li> <li>• Strengthen early warning links to NADMO.</li> </ul>	Climate Resilience & DRR Implementation Programme
Poor road network	Improve transport infrastructure to enhance connectivity and market access.	Rehabilitate/upgrade 80 km of priority urban and feeder roads and maintain an additional 100 km through routine maintenance by 2029.	Improve local transport infrastructure to support economic growth and access to services.	<ul style="list-style-type: none"> <li>• Prioritise roads linking markets, schools and health facilities.</li> <li>• Use labour-intensive maintenance for local employment.</li> <li>• Leverage DFR/GHA grants and PPPs for surfacing works.</li> <li>• Introduce road reserve enforcement.</li> </ul>	Municipal Roads Rehabilitation & Maintenance Programme

Poor drainage systems	Reduce flood risk through improved stormwater management.	Construct or rehabilitate 10 km of primary drains in Offinso Township, Abofour and Namong and desilt secondary drains in 12 communities by 2029.	Strengthen urban drainage and stormwater management to reduce flood risk.	<ul style="list-style-type: none"> <li>• Prioritise engineering designs with climate projections.</li> <li>• Construct lined drains, culverts and retention ponds.</li> <li>• Regular de-silting and community sanitation enforcement.</li> </ul>	Urban Drainage & Flood Management Project
Poor and inadequate maintenance of infrastructure	Institutionalise asset maintenance for longevity of public infrastructure.	Establish routine maintenance schedules and financing; achieve 90% functionality for core public assets (schools, health, water points, markets) by 2029.	Strengthen public asset management and maintenance systems at the local level.	<ul style="list-style-type: none"> <li>• Create an Asset Maintenance Unit and dedicated O&amp;M fund.</li> <li>• Implement community maintenance contracts and local jobs.</li> <li>• Integrate maintenance into annual budgets and AAPs.</li> </ul>	Asset Maintenance & O&M Strengthening Programme
Inadequate street lighting and road signs	Improve public lighting and road safety across settlements.	Install 500 energy-efficient streetlights and standardise road signage on major corridors by 2029.	Enhance public safety and improve urban amenities through infrastructure provision.	<ul style="list-style-type: none"> <li>• Install LED solar/hybrid streetlights in priority areas.</li> <li>• Standardise and install road signs &amp; pedestrian crossings.</li> <li>• Establish maintenance contracts with local providers.</li> </ul>	Urban Lighting & Road Safety Programme
Lack of electricity in new areas and unreliable power supply	Increase reliable electricity access for households and public facilities.	Extend grid or off-grid solutions to achieve 95% household electrification in new development zones and reduce outage frequency by 30% by 2029.	Expand energy access and promote energy efficiency at the sub-national level (SDG 7.3).	<ul style="list-style-type: none"> <li>• Coordinate last-mile electrification with ECG &amp; rural electrification agencies.</li> <li>• Promote community mini-grids and solar home systems for remote areas.</li> <li>• Install transformers &amp; feeder upgrades where needed.</li> </ul>	Energy Access & Efficiency Initiative
Weak enforcement of planning and building regulations	Strengthen development control to ensure safe and orderly settlements.	Achieve 100% processing of building permit applications within statutory timelines and reduce unauthorized developments by 60% by 2029.	Improve land use planning, building control and enforcement at local level.	<ul style="list-style-type: none"> <li>• Digitise planning records and permit processes.</li> <li>• Strengthen inspectorate &amp; GIS mapping.</li> <li>• Public awareness and enforcement campaigns; sanctions for contraventions.</li> </ul>	Development Control & Planning Strengthening Programme

Weak enforcement of environmental laws and regulations	Improve compliance with environmental regulations and standards.	Increase compliance inspections to cover 90% of high-risk activities and reduce pollution incidents by 50% by 2029.	Strengthen environmental protection, compliance and enforcement mechanisms.	<ul style="list-style-type: none"> <li>• Strengthen EPA-Assembly collaboration and joint inspections.</li> <li>• Train enforcement officers and community monitors.</li> <li>• Implement penalties and remediation for violators; promote environmental education.</li> </ul>	Environmental Compliance & Monitoring Programme
<b>Prioritised Issues</b>	<b>Goals</b>	<b>Objectives</b>	<b>Aligned National Objectives</b>	<b>Strategies</b>	<b>Development Programme</b>
<b>Dimension/Thematic Area: Governance and Institutional Development</b>					
Ineffective sub-district structures	Strengthen functional and accountable sub-district governance.	Operationalise and resource all 4 Zonal Councils to achieve at least 80% functionality by 2029.	Strengthen decentralisation and improve local-level governance systems.	<ul style="list-style-type: none"> <li>• Provide logistics, office equipment and staff deployment.</li> <li>• Build capacity in planning, budgeting, and revenue mobilisation.</li> <li>• Mainstream community participation and by-law enforcement.</li> </ul>	Sub-District Governance Strengthening Programme
Weak participatory planning and budgeting	Promote inclusive and transparent local governance.	Achieve 100% compliance with participatory planning/budget requirements and increase citizen participation satisfaction by 30% by 2029.	Deepen citizen participation and accountability in local governance.	<ul style="list-style-type: none"> <li>• Institutionalise town hall meetings and community scorecards.</li> <li>• Strengthen MPCU/DPAT compliance.</li> <li>• Digitise information sharing and citizen feedback platforms.</li> </ul>	Participatory Planning & Social Accountability Programme
Inadequate logistics for decentralized departments	Improve institutional capacity for efficient service delivery.	Provide adequate logistics (vehicles, ICT equipment, tools) to at least 10 key departments, improving service delivery turnaround time by 40% by 2029.	Strengthen capacity of MMDAs and decentralised departments for service delivery.	<ul style="list-style-type: none"> <li>• Procure essential logistics and ICT tools.</li> <li>• Ensure preventive maintenance schedules.</li> <li>• Establish joint resource-sharing arrangements across departments.</li> </ul>	Institutional Logistics & Service Delivery Improvement Programme
Chieftaincy disputes	Promote peaceful coexistence and strengthened traditional governance.	Reduce the number of active chieftaincy disputes by 50% and strengthen ADR mechanisms in all traditional areas by 2029.	Promote peace, security and social cohesion at sub-national level.	<ul style="list-style-type: none"> <li>• Facilitate dialogue through Peace Council &amp; Traditional Council.</li> <li>• Strengthen local ADR mechanisms.</li> <li>• Conduct community sensitisation</li> </ul>	Peacebuilding & Traditional Governance Harmony Programme

				on land and succession issues.	
Narcotic trafficking and drug abuse	Enhance community safety, law enforcement and substance abuse prevention.	Reduce drug abuse–related incidents by 40% and strengthen enforcement and rehabilitation support systems by 2029.	Improve public safety, law enforcement and social protection against substance abuse.	<ul style="list-style-type: none"> <li>• Support security agencies in surveillance and enforcement.</li> <li>• Implement youth-focused drug abuse sensitisation programmes.</li> <li>• Strengthen referral pathways for rehabilitation.</li> </ul>	Municipal Drug Abuse Prevention & Community Safety Programme
Poor early warning systems	Strengthen emergency preparedness and early warning mechanisms.	Establish functional early warning and response systems in all 4 zonal councils and reduce disaster impacts by 30% by 2029.	Strengthen disaster preparedness and early warning systems at local level.	<ul style="list-style-type: none"> <li>• Install community alert systems (SMS/tree planting/flood markers).</li> <li>• Train NADMO volunteers and community disaster committees.</li> <li>• Conduct simulations and public education.</li> </ul>	Early Warning & Emergency Preparedness Programme
Human-induced events (sand winning, encroachment, bushfires, etc.)	Reduce human-induced environmental hazards through enforcement and community awareness.	Reduce human-induced disasters by 50% through improved enforcement and community action by 2029.	Strengthen enforcement on environmental protection and disaster risk reduction.	<ul style="list-style-type: none"> <li>• Enforce by-laws on land use, sand winning and burning.</li> <li>• Implement bushfire prevention campaigns.</li> <li>• Partner with EPA, Forestry Commission and NADMO for joint patrols.</li> </ul>	Human-Induced Disaster Prevention & Enforcement Programme
Limited logistics & emergency preparedness capacity of NADMO	Strengthen institutional disaster response capacity.	Equip NADMO with essential logistics and train 100 volunteers for rapid response by 2029.	Strengthen NADMO’s institutional and operational efficiency.	<ul style="list-style-type: none"> <li>• Procure PPEs, transport and communication tools.</li> <li>• Strengthen volunteer brigades.</li> <li>• Establish emergency supply depots at zonal levels.</li> </ul>	Municipal Disaster Response & Risk Reduction Programme
Delays in statutory fund releases	Improve financial planning and resource predictability.	Improve cash flow planning and reduce programme delays by 30% by 2029.	Improve fiscal decentralisation and predictable funding to MMDAs.	<ul style="list-style-type: none"> <li>• Prepare cash flow projections aligned with fund patterns.</li> <li>• Intensify IGF mobilisation as buffer.</li> <li>• Establish contingency fund mechanisms.</li> </ul>	Fiscal Management & Cash Flow Improvement Programme

Weak inter-sectoral collaboration	Improve coordination and joint implementation across departments.	Achieve 90% MPCU participation compliance and implement at least 6 cross-sectoral initiatives by 2029.	Enhance coordination and integration in local development management.	<ul style="list-style-type: none"> <li>Strengthen MPCU technical meetings and joint reviews.</li> <li>Develop inter-departmental work plans.</li> <li>Standardise reporting templates for synergy.</li> </ul>	Inter-Sectoral Planning & Coordination Programme
Weak M&E systems across departments	Strengthen results-based monitoring and evaluation.	Achieve 100% compliance with M&E reporting standards and publish annual municipal performance reports by 2029.	Strengthen results-based M&E and data systems at MMDAs.	<ul style="list-style-type: none"> <li>Build staff M&amp;E capacity and provide reporting tools.</li> <li>Digitise data systems (DDDP, GIS, dashboards).</li> <li>Conduct quarterly performance reviews and field monitoring.</li> </ul>	Results-Based Monitoring & Data Systems Programme
Inadequate staffing in key departments	Strengthen human resource capacity for service delivery.	Fill at least 60% of critical staff gaps and train 200 staff in priority areas by 2029.	Improve human resource management and capacity development at decentralised levels.	<ul style="list-style-type: none"> <li>Recruit and deploy essential technical staff.</li> <li>Conduct structured capacity-building and certification programmes.</li> <li>Strengthen performance appraisal and incentives.</li> </ul>	Human Resource Development & Capacity-Building Programme
<b>Prioritised Issues</b>	<b>Goals</b>	<b>Objectives</b>	<b>Aligned National Objectives</b>	<b>Strategies</b>	<b>Development Programme</b>
<b>Dimension/Thematic Area: International Relations</b>					
Limited international partnerships and development cooperation	Strengthen municipal-level international cooperation to support local development.	Establish 2 active international partnerships (e.g., sister-city, development agencies, diaspora groups) and mobilise at least GHS 2 million in external support by 2029.	Strengthen international cooperation, diaspora partnerships and development financing for local development.	<ul style="list-style-type: none"> <li>Develop and implement an International Cooperation Framework for the Assembly.</li> <li>Facilitate sister-city partnerships (e.g., climate, culture, waste management, youth development).</li> <li>Engage diaspora groups for investment and skills transfer.</li> <li>Prepare bankable proposals targeting international grants.</li> </ul>	Municipal International Partnerships & Diaspora Engagement Programme

Limited access to external technical assistance for capacity-building	Improve access to international technical support and capacity enhancement.	Secure at least 3 technical assistance missions from development partners or international NGOs by 2029.	Leverage international technical assistance for institutional strengthening.	<ul style="list-style-type: none"> <li>• Identify priority capacity gaps (urban planning, revenue mobilisation, climate resilience).</li> <li>• Engage international technical partners (e.g., GIZ, KOICA, JICA, Cities Alliance).</li> <li>• Facilitate staff exchange and training programmes.</li> </ul>	International Technical Assistance & Capacity Support Programme
Low visibility of Offinso in global development networks	Strengthen the municipality's visibility and participation in global/local government networks.	Participate annually in at least two national/international local government platforms (UCLG, C40 sub-national sessions, GGLN, etc.) by 2029.	Promote international networking and knowledge exchange for local authorities.	<ul style="list-style-type: none"> <li>• Develop a municipal communication and visibility profile.</li> <li>• Participate in targeted conferences, learning exchanges and best-practice platforms.</li> <li>• Promote Offinso's investment and cultural tourism potential globally.</li> </ul>	Municipal Visibility & Knowledge Exchange Programme
Weak coordination for international cooperation activities	Establish effective institutional arrangements for international relations.	Create a functional Municipal International Relations Desk by 2026 and ensure annual reporting on cooperation outcomes by 2029.	Strengthen institutional systems for coordinating international cooperation.	<ul style="list-style-type: none"> <li>• Establish and staff an International Relations Desk under the Central Administration Department.</li> <li>• Develop guidelines for partnership management and donor reporting.</li> <li>• Integrate international cooperation activities into AAPs and Composite Budgets.</li> </ul>	International Relations Coordination & Governance Programme

Source: MPCU, OMA, 2025

#### **4.4 Spatial Representation of the Desired Future Situation (2026–2029)**

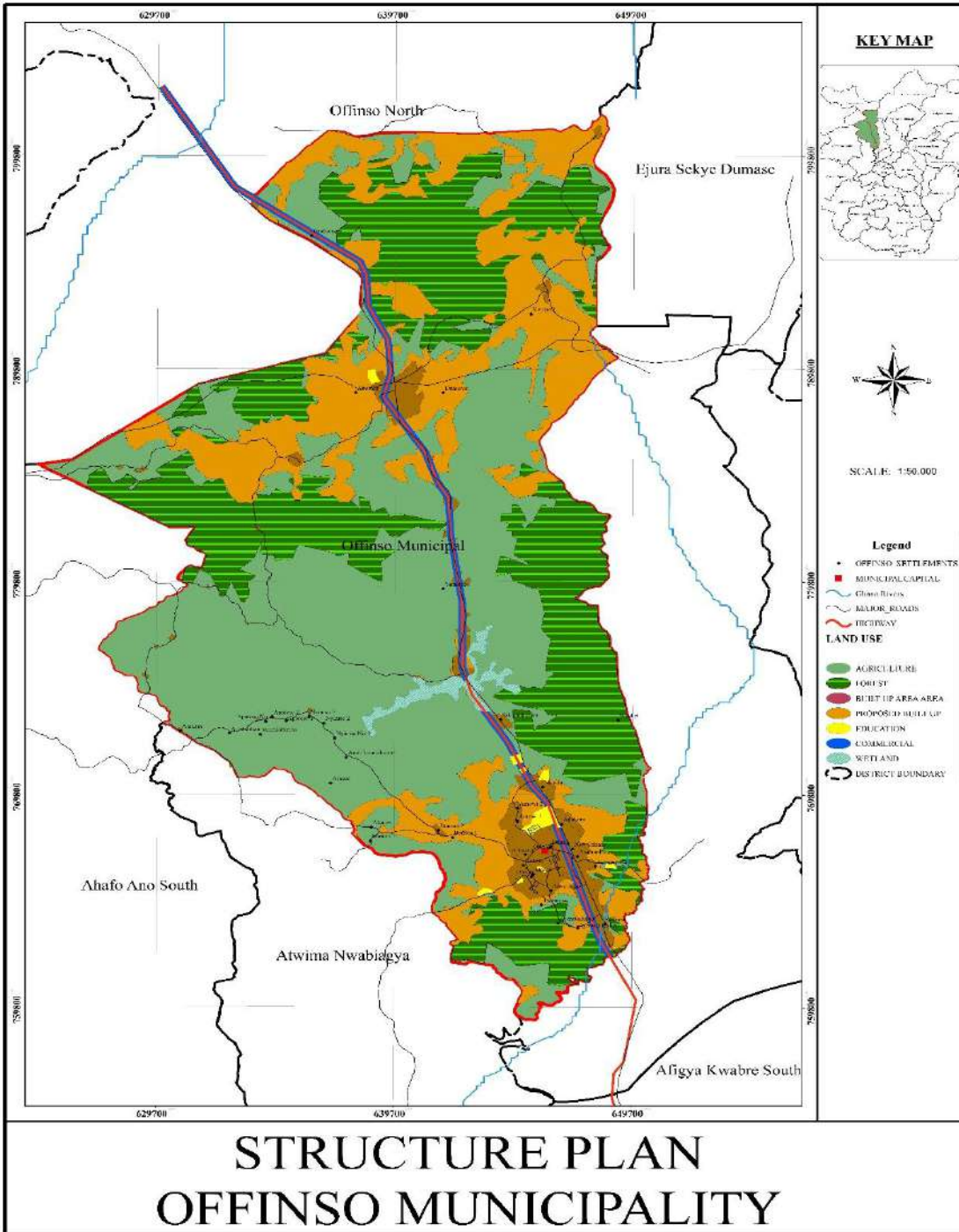
The Medium-Term Development Plan necessitates a spatial representation of development priorities to ensure that public investments, service delivery, and land-use decisions align with the physical realities of the municipality. In this regard, the Offinso Municipal Assembly has adopted the Structure Plan (Spatial Development Framework) for Offinso Municipality and the Desired Future Map (2026–2029) as spatial planning tools to guide infrastructure allocation, settlement growth, and environmental management.

The Structure Plan (Figure 18) provides a long-term conceptual layout of land uses across the municipality. It delineates major economic corridors along the Kumasi–Techiman highway, protects forest reserves and river basins, and designates key zones for agriculture, education, commercial services, and urban expansion around New Offinso, Abofour, and Anyinasosu. It also identifies wetlands, proposes controlled growth around built-up areas to reduce sprawl, and reinforces greenbelt protection for biodiversity and climate resilience.

Complementing the Structure Plan, the Desired Future Map (2026–2029) as shown in Figure 19 offers a medium-term operational guide by translating development priorities into spatial actions. It highlights strategic areas for upgrading road networks, extending electricity to emerging settlements, expanding water and sanitation facilities, upgrading health and educational infrastructure, enhancing security installations, and developing tourism assets such as the Anyinasusu Fish Sanctuary. The map also aligns future land use decisions with settlement hierarchy, emerging growth nodes, and environmentally sensitive areas.

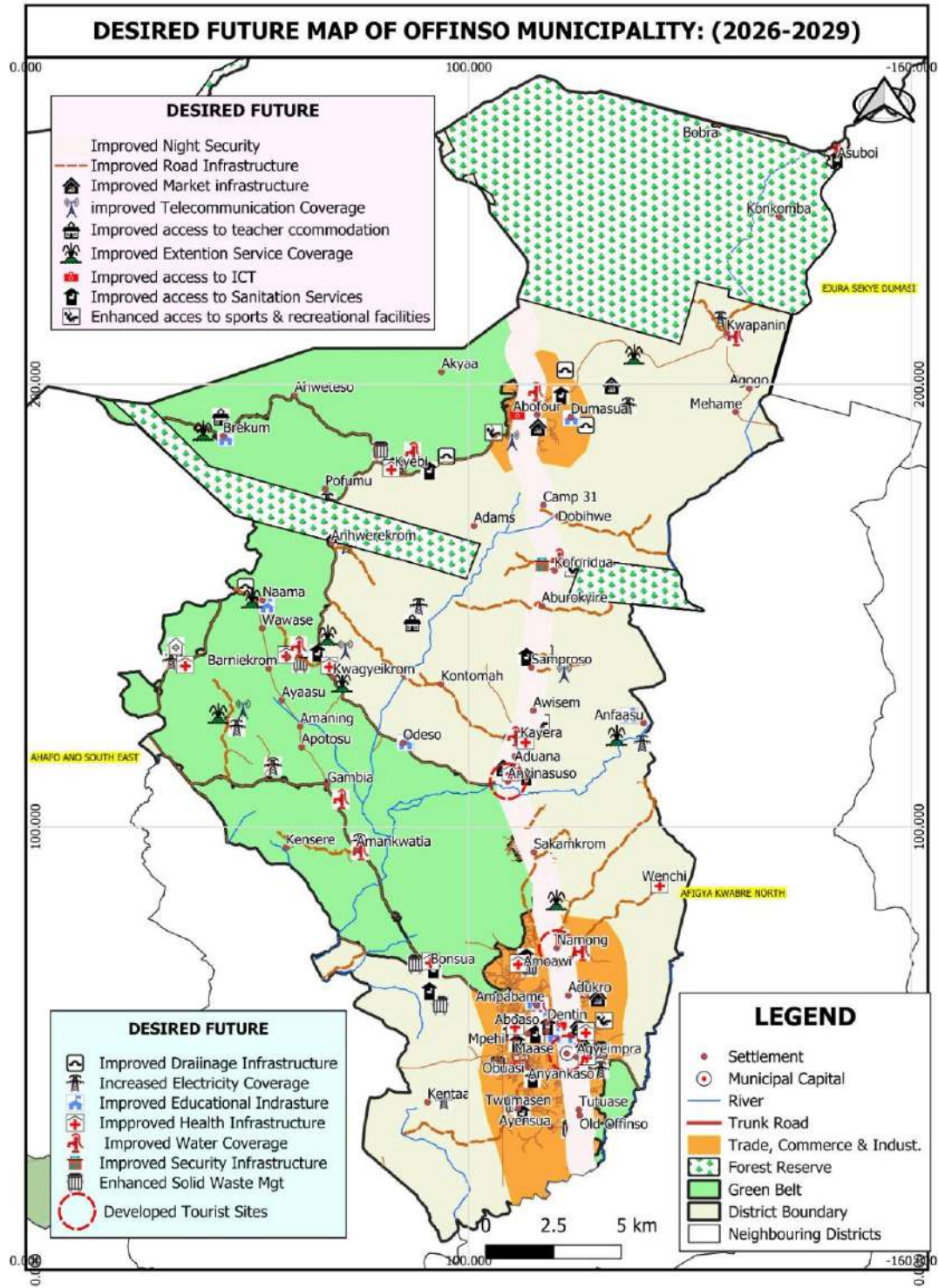
Together, the Structure Plan and the Desired Future Map provide a coordinated framework for managing urban growth, directing infrastructure investments, and safeguarding ecological assets. They support balanced and inclusive development while ensuring that physical planning decisions reinforce municipal priorities in transportation, energy, agriculture, social services, tourism, and climate adaptation.

Figure 18: Structure Map



Source: PPD, OMA, 2025

Figure 19: Desired Future Map



Source: PPD, OMA, 2025

## **CHAPTER FIVE: COMPOSITE DEVELOPMENT PROGRAMMES**

### **5.1 Introduction**

This chapter presents the Composite Development Programmes for the Offinso Municipal Assembly for the 2026–2029 planning period. The programmes consolidate all goals, objectives and strategies outlined in Chapter Four into coherent, multi-sector interventions that will guide implementation over the medium term. Each programme reflects the municipality’s prioritised development issues and is aligned with the national Medium-Term Development Policy Framework (NMTDPF 2026–2029). The Composite Development Programmes serve as the basis for preparing the Annual Action Plans, Composite Budgets and Monitoring and Evaluation arrangements.

### **5.2 Assumptions and methodologies used for the costing**

In preparing the composite development programmes for the 2026–2029 Medium-Term Development Plan (MTDP) for Offinso Municipal Assembly, the following assumptions and methodologies were employed to ensure realistic and credible cost estimates:

#### **5.2.1 Reference to PPA Average Price Database**

Cost estimates for common user items were benchmarked against the Public Procurement Authority (PPA) Average Price Database, which provides periodically updated price information. This ensures that costing reflects prevailing market conditions. Additionally, targeted market surveys were conducted within the municipality to validate and refine the prices for higher accuracy.

#### **5.2.2 Use of Unit Cost of Infrastructure Estimator Tool**

For procurement of works, the Unit Cost of Infrastructure Estimator Tool available on the PPA website was used as a reference. Where applicable, programme-specific quantities and scope were adjusted using locally obtained data to produce reliable estimates.

#### **5.2.3 Consultancy Services**

Costing for consultancy services, including planning, design, and construction supervision, was based on the Ministry of Works, Housing and Water Resources’ Scale of Fees for Consultancy Services. This provides standardized, sector-approved assumptions for professional service charges.

## 5.2.4 Technical and Support Services

For technical and operational services such as generator maintenance, janitorial services, and other recurring service requirements, cost estimates were derived from a combination of local market surveys and quotations obtained from service providers. This approach ensures that projected costs are realistic and aligned with current service rates.

## 5.2.5 General Assumptions

- Prices are assumed to remain stable within reasonable annual inflationary adjustments over the MTDP period.
- Contingency allowances were included to account for unforeseen changes in project scope or market fluctuations.
- Costs are expressed in Ghana Cedis and represent total programme implementation expenditures, inclusive of materials, labour, and associated overheads.

This methodology provides a structured and credible basis for the financial projections of the MTDP, ensuring that resource requirements are both realistic and implementable.

## 5.3 Summary and matrix of a designed programmes to achieve set objectives

This section presents the composite development programmes designed to achieve the strategic objectives outlined in Chapter Four. Related strategies contributing to the same objective have been grouped under broad programmes to ensure cohesion and effective resource allocation. The programmes cover key thematic areas including economic development, social development, environment and human settlement, governance and institutional development, and international relations.

As shown in Table 32, the Programme of Action (PoA) provides a comprehensive overview of each programme, including the indicative medium-term costs, programme status, and the responsible implementing institutions. This matrix serves as a practical tool for planning, monitoring, and coordination throughout the 2026–2029 MTDP period.

Table 32: Programme of Action

Development Programme	Time Frame				Cost				Programme Status		Implementation Institution/Department	
	2026	2027	2028	2029	GoG	DACF	IGF	Others (Specify)	New	Ongoing	Lead	Collaborating
<b>DEVELOPMENT DIMENSION: ECONOMIC DEVELOPMENT</b>												
Local Revenue Reform & Financial Accountability Programme	✓	✓	✓	✓	350,000	250,000	200,000	80,000	✓		Budget Unit	Zonal Councils, GRA, Internal Audit, Finance Dept.
MSME Capacity Development & Incubation Programme	✓	✓	✓	✓	250,000	150,000	100,000	70,000	✓		Trade & Industry	NBSSI/GEA, NGOs, Business Associations
Market Modernisation & Clean Markets Initiative	✓	✓	✓	✓	500,000	400,000	200,000	150,000 (PPP)	✓		Works Dept.	Environmental Health, Market Associations, PPP partners
Farmer Input Support & Aggregation Programme	✓	✓	✓	✓	450,000	200,000	120,000	80,000 (MoFA/Donors)	✓		Agric Dept.	MoFA, Farmer-Based Orgs, NGOs
Agro-Processing & Value-Chain Development Initiative	✓	✓	✓	✓	300,000	200,000	150,000	100,000 (Donors/PPP)	✓		Agric Dept.	Trade & Industry, Cooperatives, NGOs
Local Tourism Development & Heritage Promotion Project	✓	✓	✓	✓	150,000	100,000	50,000	30,000 (Donors/NGOs)	✓		Tourism Unit	Ghana Tourism Authority, Traditional Council, NGOs
Youth Employment & Skills	✓	✓	✓	✓	300,000	150,000	80,000	50,000 (Donors)	✓		YEA, NYA	BRC, TVET, NGOs, Private Sector, Labour Dept.

Development Programme												
<b>DEVELOPMENT DIMENSION: SOCIAL DEVELOPMENT</b>												
Education Infrastructure Expansion Programme	✓	✓	✓	✓	800,000	600,000	150,000	120,000 (Donors/NGOs)	✓		Education Directorate	Works Dept., GES, PTAs, GETFund, NGOs
Primary Healthcare Strengthening Programme	✓	✓	✓	✓	450,000	200,000	120,000	100,000 (Health NGOs)		✓	Health Directorate	GHS, CHPS Zones, NHIA, NGOs
Youth HIV Prevention & SRH Programme	✓	✓	✓	✓	120,000	50,000	30,000	40,000 (Donors/NGOs)		✓	Health Directorate	Education Unit, NGOs, GHS, ISD
Poverty Reduction & Livelihood Empowerment Programme	✓	✓	✓	✓	250,000	150,000	50,000	40,000 (NGOs)		✓	Social Welfare & Community Dev't Dept.	LEAP Secretariat, NGOs, Community Groups
WASH Facility Management & Sustainability Programme	✓	✓	✓	✓	300,000	200,000	80,000	120,000 (Donors/NGOs)		✓	Environmental Health / Works Dept.	CWSA, Zonal Councils, NGOs
Sanitation & Toilet Access Expansion Programme	✓	✓	✓	✓	200,000	150,000	60,000	50,000 (NGOs/PPP)	✓		Environmental Health	Works Dept., Market Assns, NGOs
Municipal Water Access Improvement Programme	✓	✓	✓	✓	400,000	500,000	100,000	200,000 (Donors/PPP)	✓		Works Dept. / Water Unit	CWSA, NGOs, Private Operators
Integrated Municipal Waste Management Programme	✓	✓	✓	✓	350,000	200,000	150,000	100,000 (PPP/Donors)		✓	Environmental Health	Private Operators, Waste Management Dept., NGOs
Child Protection &	✓	✓	✓	✓	120,000	80,000	30,000	50,000 (NGOs)		✓	Social Welfare & Community Dev't Dept.	ISD, Police, NGOs, Faith-Based Orgs

Family Support Programme												
Social Protection Expansion & Inclusion Programme	✓	✓	✓	✓	250,000	150,000	50,000	40,000 (Donors/NGOs)		✓	Social Welfare & Community Dev't Dept.	LEAP Secretariat, NGOs, Community Groups
<b>DEVELOPMENT DIMENSION: ENVIRONMENT AND HUMAN SETTLEMENT DEVELOPMENT</b>												
Natural Resource Management & Alternative Livelihoods Programme	✓	✓	✓	✓	300,000	150,000	50,000	100,000 (NGOs/Donors)	✓		Forestry/Planning Unit	Forestry Commission, EPA, Communities, NGOs
Climate Resilience & DRR Implementation Programme	✓	✓	✓	✓	400,000	200,000	80,000	150,000 (Donors)	✓		NADMO/Planning Unit	MoFA, NGOs, Zonal Councils
Municipal Roads Rehabilitation & Maintenance Programme	✓	✓	✓	✓	1,500,000	800,000	300,000	200,000 (DFR/PPP)		✓	Works Dept./ Urban Roads	DFR/GHA, Contractors, Zonal Councils
Urban Drainage & Flood Management Project	✓	✓	✓	✓	600,000	250,000	100,000	150,000 (Donors/NGOs)	✓		Works Dept./ Urban Roads	NADMO, EPA, Communities
Asset Maintenance & O&M Strengthening Programme	✓	✓	✓	✓	400,000	300,000	100,000	50,000 (IGF/Partners)		✓	Works Dept. / Maintenance Unit	Finance, Community Groups
Urban Lighting & Road Safety Programme	✓	✓	✓	✓	350,000	150,000	60,000	40,000 (PPP/Donors)	✓		Works Dept./ Urban Roads	Electricity Providers, Road Safety Unit

Energy Access & Efficiency Initiative	✓	✓	✓	✓	500,000	200,000	100,000	150,000 (Donors/PPPs)	✓		Physical Planning / Energy Desk	ECG, Rural Electrification, Private Sector
Development Control & Planning Strengthening Programme	✓	✓	✓	✓	250,000	100,000	50,000	50,000 (GIS/Donors)		✓	Physical Planning & Works Dept.	Lands Commission, EPA, Zonal Councils
Environmental Compliance & Monitoring Programme	✓	✓	✓	✓	200,000	100,000	50,000	50,000 (Donors/NGOs)		✓	Environmental Health / Planning Unit	EPA, Forestry Commission, Community Monitors
Joint Environmental Management & Watershed Protection Programme	✓	✓	✓	✓	100,000	50,000	50,000	100,000 (Donors/NGOs)		✓	Environmental Health / Planning Unit	EPA, Forestry Commission, Concerned MMDAs
<b>DEVELOPMENT DIMENSION: GOVERNANCE AND INSTITUTIONAL DEVELOPMENT</b>												
Sub-District Governance Strengthening Programme	✓	✓	✓	✓	250,000	120,000	40,000	30,000 (NGOs)	✓		Central Admin / Decentralisation Unit	Zonal Councils, Unit Committees, Traditional Council
Participatory Planning & Social Accountability Programme	✓	✓	✓	✓	180,000	80,000	30,000	30,000 (CSOs/Donors)	✓		MPCU / Planning Unit	DPAT, ISD, CSOs
Institutional Logistics & Service Delivery Improvement Programme	✓	✓	✓	✓	300,000	150,000	100,000	50,000 (Donors/Partners)	✓		Finance / Procurement Unit	Dept. Heads, IT, Works
Peacebuilding & Traditional Governance Harmony Programme	✓	✓	✓	✓	120,000	60,000	20,000	30,000 (Traditional Council/NGOs)	✓		Central Admin / Peace Council	Traditional Council, ISD, Police

Municipal Drug Abuse Prevention & Community Safety Programme	✓	✓	✓	✓	150,000	70,000	20,000	30,000 (NGOs)	✓		Social Welfare / Community Safety	NADMO, Police, Health, NGOs
Early Warning & Emergency Preparedness Programme	✓	✓	✓	✓	200,000	80,000	30,000	40,000 (Donors/Partners)		✓	NADMO / Emergency Unit	Zonal Councils, Volunteers, Police
Human-Induced Disaster Prevention & Enforcement Programme	✓	✓	✓	✓	160,000	60,000	20,000	30,000 (NGOs)	✓		Environmental Health / Planning	EPA, Forestry Commission, ISD
Municipal Disaster Response & Risk Reduction Programme	✓	✓	✓	✓	220,000	100,000	50,000	80,000 (Donors/Partners)		✓	NADMO / Works Dept.	Volunteers, Health, Police
Fiscal Management & Cash Flow Improvement Programme	✓	✓	✓	✓	200,000	80,000	20,000	30,000 (Donors/TA)		✓	Finance / Budget Unit	GRA, MoF, DACF Secretariat
Inter-Sectoral Planning & Coordination Programme	✓	✓	✓	✓	120,000	60,000	20,000	20,000 (Partners)	✓		MPCU / Planning Unit	Dept. Heads, Zonal Councils
Results-Based Monitoring & Data Systems Programme	✓	✓	✓	✓	200,000	100,000	30,000	70,000 (Donors/IT Partners)		✓	M&E Unit / Planning	DDDP, GIS, Dept. Heads
Human Resource Development & Capacity-Building Programme	✓	✓	✓	✓	180,000	80,000	30,000	40,000 (Donors/Partners)	✓		HR / Training Unit	Dept. Heads, Donors, NGOs

Municipal International Partnerships & Diaspora Engagement Programme	✓	✓	✓	✓	120,000	50,000	20,000	200,000 (Diaspora / Grants)	✓		Central Admin / Int'l Desk	Diaspora Groups, Donors, Sister Cities
International Technical Assistance & Capacity Support Programme	✓	✓	✓	✓	80,000	30,000	10,000	150,000 (Donors/Partners)	✓		Central Admin / Planning	GIZ, JICA, KOICA, Cities Alliance
Municipal Visibility & Knowledge Exchange Programme	✓	✓	✓	✓	60,000	20,000	10,000	40,000 (Partners)	✓		Central Admin / Comms	National Networks, NGOs, Media
International Relations Coordination & Governance Programme	✓	✓	✓	✓	50,000	20,000	10,000	20,000 (Partners)	✓		Central Admin / Int'l Desk	Planning Unit, Donors, Legal Dept.

Source: MPCU, OMA, 2025

## **5.4 Summary on joint programming/planning activities**

The Assembly undertakes several development programmes that require joint planning with other mandated institutions due to functional dependencies. Key areas include environmental sanitation (Environmental Health Unit/Assembly and Zoomlion/Private firms), disaster risk management (Assembly, Security Agencies and NADMO), agriculture and irrigation development (Agriculture Department and GIDA), school infrastructure and educational improvement (Assembly and GES), and health services delivery (Assembly and Health Directorate).

In addition, the Municipal Assembly is directly affected by the ecological conditions along the River Offin basin, which is shared with Offinso North District and Ahafo Ano South-East District. Issues such as flooding, erosion, sand winning, and riparian degradation cannot be effectively addressed by Offinso Municipality alone. To ensure a harmonised and sustainable approach, the Assembly will collaborate with the adjoining District Assemblies, Forestry Commission, and the Water Resources Commission to implement a Joint Environmental Management and Watershed Protection Programme.

These programmes appear in the MTDPs of the collaborating entities, with each allocating resources and undertaking complementary activities. Joint planning ensures alignment of responsibilities, coordinated implementation, and optimal use of resources.

## **5.5 Analysis on SEA of programmes**

The MPCU subjected all proposed development programmes to a Strategic Environmental Assessment (SEA) to ensure that their implementation will be sustainable and supportive of the municipality's long-term development goals. Through this assessment, the Assembly examined the likely environmental, social, economic, and governance implications of each programme and identified measures to enhance positive impacts while minimising potential risks. This process also enabled the MPCU to integrate key cross-cutting issues such as climate change adaptation, disaster risk reduction, environmental protection, gender equality, and social inclusion into programme design from the outset. The overall aim is to ensure that the programmes selected for implementation between 2026 and 2029 remain sustainable, resilient, and responsive to the needs of the municipality. The detailed SEA results, presented as a Sustainability Matrix, are provided in the Annex 8.

## **5.6 Indication of Asset Maintenance for the Planning Period**

The Assembly will implement a structured asset maintenance approach throughout the 2026–2029 planning period to ensure that all physical infrastructure and logistics remain functional, safe, and cost-effective. Maintenance activities will be guided by an annual schedule developed collaboratively with user departments, covering routine, preventive, and corrective works.

Key actions will include periodic assessment of buildings, vehicles, equipment, sanitation infrastructure, roads, and public facilities; timely repairs to prevent deterioration; and allocation of funds within the IGF and DACF budgets specifically for maintenance. Relevant departments,

including Works, Transport, Environmental Health, and Central Administration, will be responsible for enforcing maintenance standards and updating the Assembly’s asset register.

This approach is intended to prolong asset lifespan, reduce long-term replacement costs, and support efficient service delivery across the municipality.

## **5.7 Summary and matrix on Programme financing**

Programme financing for the 2026–2029 Medium-Term Development Plan (MTDP) outlines the estimated cost of implementing prioritized development programmes and the anticipated sources of funding. The financing framework reflects a realistic mix of central government transfers, internally generated funds, statutory funds, and support from development partners, while transparently identifying funding gaps to be addressed during plan implementation.

The total estimated cost of implementing the MTDP over the four years is GH¢250.05 million. Out of this amount, an estimated GH¢207.72 million (approximately 83%) is expected to be mobilised from identifiable sources, including Government of Ghana (GoG) transfers, Internally Generated Funds (IGF), District Assemblies Common Fund (DACF), DACF–Responsive Factor Grant (RFG), and donor/NGO support. This leaves an overall financing gap of GH¢42.32 million (about 17%).

Sectoral analysis indicates that Social Development programmes account for the largest share of planned expenditure, followed by Environment & Human Settlement and Economic Development, reflecting the municipality’s priority needs in education, health, sanitation, roads, climate resilience, and livelihoods. The identified financing gap is mainly associated with capital-intensive infrastructure, environmental management, and governance-related interventions.

The financing gap is considered manageable and realistic for Offinso Municipal Assembly, given prevailing fiscal constraints and historical funding trends. The gap will be addressed through enhanced IGF mobilisation, public–private partnerships, improved revenue administration, targeted donor engagement, and phased implementation of selected programmes. This approach ensures that the MTDP remains fiscally credible while retaining flexibility to respond to emerging funding opportunities during the plan period.

Table 33 presents the detailed programme financing matrix, showing programme costs, expected revenue sources, and the resulting funding gaps.

Table 33: Programme Financing

Development Programme	Programme cost (A)	Expected Revenue and Sources of Funding					Total (B)	GAP(C)= A-B
		GoG	IGF	DACF	DACF-RFG	Others (DONOR/NGO)		
<b>Economic Development</b>								
Local Revenue Reform & Financial Accountability Programme	7,231,500	2,410,500	964,200	1,928,400	0	482,100	5,785,200	1,446,300
MSME Capacity Development & Incubation Programme	6,749,400	2,249,800	803,500	1,607,000	0	482,100	5,142,400	1,607,000
Market Modernisation & Clean Markets Initiative	8,035,000	2,892,600	1,124,900	2,109,100	0	482,100	6,608,700	1,426,300
Farmer Input Support & Aggregation Programme	7,231,500	2,410,500	803,500	1,787,700	0	482,100	5,483,800	1,747,700
Agro-Processing & Value-Chain Development Initiative	7,713,600	2,571,200	964,200	1,948,400	0	482,100	5,965,900	1,747,700
Local Tourism Development & Heritage Promotion Project	6,428,000	2,410,500	803,500	1,466,300	0	642,800	5,323,100	1,104,900
Youth Employment & Skills Development Programme	8,035,000	2,892,600	1,285,600	1,787,700	0	1,446,300	7,412,200	622,800
Sub-Total	51,424,000	17,837,700	6,749,400	12,634,600	0	4,499,600	41,721,300	9,702,700
<b>Social Development</b>								
Education Infrastructure Expansion Programme	24,105,000	8,035,000	3,214,000	4,017,500	2,410,500	1,607,000	19,284,000	4,821,000
Primary Healthcare Strengthening Programme	19,284,000	6,428,000	2,410,500	3,214,000	2,410,500	803,500	15,266,500	4,017,500
Youth HIV Prevention & SRH Programme	4,821,000	1,607,000	803,500	1,285,600	0	321,400	4,017,500	803,500
Poverty Reduction & Livelihood Empowerment Programme	5,624,500	1,928,400	803,500	1,285,600	0	803,500	4,821,000	803,500
WASH Facility Management & Sustainability Programme	4,017,500	1,285,600	803,500	803,500	0	321,400	3,214,000	803,500
Sanitation & Toilet Access Expansion Programme	9,642,000	3,214,000	1,607,000	1,607,000	803,500	803,500	8,035,000	1,607,000
Municipal Water Access Improvement Programme	8,035,000	2,410,500	1,285,600	1,607,000	0	1,124,900	6,428,000	1,607,000
Integrated Municipal Waste Management Programme	5,624,500	1,928,400	1,285,600	803,500	0	803,500	4,821,000	803,500

Child Protection & Family Support Programme	2,892,600	964,200	482,100	642,800	0	321,400	2,410,500	482,100
Social Protection Expansion & Inclusion Programme	3,535,400	1,124,900	803,500	642,800	0	321,400	2,892,600	642,800
Sub-total	87,581,500	28,926,000	13,498,800	15,909,300	5,624,500	7,231,500	71,190,100	16,391,400
Environment & Human Settlement								
Natural Resource Management & Alternative Livelihoods Programme	4,821,000	1,607,000	803,500	803,500	0	803,500	4,017,500	803,500
Climate Resilience & DRR Implementation Programme	5,624,500	1,928,400	964,200	1,124,900	0	803,500	4,821,000	803,500
Municipal Roads Rehabilitation & Maintenance Programme	16,070,000	6,428,000	3,214,000	3,214,000	0	1,607,000	14,463,000	1,607,000
Urban Drainage & Flood Management Project	6,428,000	2,410,500	1,285,600	1,124,900	0	803,500	5,624,500	803,500
Asset Maintenance & O&M Strengthening Programme	7,231,500	2,571,200	1,285,600	1,607,000	0	964,200	6,428,000	803,500
Urban Lighting & Road Safety Programme	4,821,000	1,607,000	803,500	803,500	0	803,500	4,017,500	803,500
Energy Access & Efficiency Initiative	8,035,000	2,892,600	1,607,000	1,607,000	0	1,124,900	7,231,500	803,500
Development Control & Planning Strengthening Programme	4,017,500	1,285,600	803,500	803,500	0	321,400	3,214,000	803,500
Environmental Compliance & Monitoring Programme	3,535,400	1,124,900	803,500	642,800	0	321,400	2,892,600	642,800
Sub-total	60,583,900	21,855,200	11,570,400	11,731,100	0	7,552,900	52,709,600	7,874,300
Governance & Institutional Development								
Sub-District Governance Strengthening Programme	4,017,500	1,285,600	803,500	803,500	0	321,400	3,214,000	803,500
Participatory Planning & Social Accountability Programme	2,892,600	964,200	642,800	482,100	0	321,400	2,410,500	482,100
Institutional Logistics & Service Delivery Improvement Programme	5,624,500	1,928,400	1,285,600	964,200	0	642,800	4,821,000	803,500
Peacebuilding & Traditional Governance Harmony Programme	3,214,000	1,124,900	803,500	642,800	0	321,400	2,892,600	321,400
Municipal Drug Abuse Prevention & Community Safety Programme	3,535,400	1,285,600	803,500	642,800	0	482,100	3,214,000	321,400
Early Warning & Emergency Preparedness Programme	2,892,600	964,200	642,800	482,100	0	321,400	2,410,500	482,100

Human-Induced Disaster Prevention & Enforcement Programme	2,410,500	803,500	482,100	482,100	0	160,700	1,928,400	482,100
Municipal Disaster Response & Risk Reduction Programme	3,535,400	1,285,600	803,500	642,800	0	482,100	3,214,000	321,400
Fiscal Management & Cash Flow Improvement Programme	2,892,600	964,200	642,800	482,100	0	321,400	2,410,500	482,100
Inter-Sectoral Planning & Coordination Programme	1,928,400	642,800	482,100	321,400	0	160,700	1,607,000	321,400
Results-Based Monitoring & Data Systems Programme	2,249,800	803,500	482,100	482,100	0	160,700	1,928,400	321,400
Human Resource Development & Capacity-Building Programme	4,821,000	1,607,000	964,200	803,500	642,800	0	4,017,500	803,500
Sub-total	40,014,300	13,659,500	8,838,500	7,231,500	642,800	0	30,372,300	9,642,000
International Relations								
Municipal International Partnerships & Diaspora Engagement Programme	3,214,000	1,124,900	803,500	642,800	0	321,400	2,892,600	321,400
International Technical Assistance & Capacity Support Programme	2,892,600	964,200	642,800	482,100	0	321,400	2,410,500	482,100
Municipal Visibility & Knowledge Exchange Programme	2,410,500	803,500	482,100	321,400	0	321,400	1,928,400	482,100
International Relations Coordination & Governance Programme	1,928,400	642,800	482,100	321,400	0	160,700	1,607,000	321,400
Sub-total	10,445,500	3,535,400	2,410,500	1,767,700	1,124,900	7,392,200	8,838,500	1,607,000
<b>GRAND TOTAL</b>	<b>250,049,200</b>	<b>85,813,800</b>	<b>43,067,600</b>	<b>49,274,200</b>	<b>6,267,300</b>	<b>23,676,200</b>	<b>207,724,400</b>	<b>42,324,800</b>

Source: Budget Unit, OMA, 2025

## 5.8 Revenue Generation Measures

To close the funding gaps identified in the MTDP, the Assembly will adopt a mix of internal and external financing measures. Key actions include strengthening IGF mobilisation through digitised revenue collection, updated property rate and business registers, introduction of permissible local levies, intensified public sensitisation, and improved enforcement to reduce leakages.

The Assembly will also ensure strict compliance with regulatory requirements to improve performance in DPAT and thereby qualify for increased DACF-RFG allocations. Additional resources will be sought through lobbying for sector-specific national funds, as well as developing Public–Private Partnerships (PPPs) for market, sanitation, and commercial infrastructure.

Partnerships with NGOs, development partners, and philanthropic organisations will be pursued to support social and community-based programmes, while community co-financing approaches will be encouraged for small-scale projects. Expenditure control and reduction of waste will further create fiscal space to complement available resources.

These measures collectively provide a sustainable framework for closing the financing gap and supporting effective implementation of the MTDP.

## CHAPTER SIX: ANNUAL ACTION PLANS

### 6.1 Introduction

Chapter Six presents the Annual Action Plans (AAPs) that operationalise the development programmes outlined in Chapter Five. The AAPs translate medium-term priorities into specific yearly projects, indicating their locations, timelines, funding requirements, and responsible implementing departments. Each project reflects the medium-term expenditure framework and incorporates essential cross-cutting elements such as monitoring and evaluation, communication, maintenance of infrastructure, and emerging development issues.

Four separate Composite Annual Action Plans have been prepared as shown in the under-listed designed tables, that is, CAAP 2026, CAAP 2027, CAAP 2028, and CAAP 2029 to guide sequential implementation and ensure alignment with the medium-term expenditure framework. These tables provide a clear basis for annual budgeting, monitoring, and performance assessment throughout the plan period.

Table 34: 2026 Composite Annual Action Plan

	Projects / Activities	Location	Time Frame				Cost				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Objective: Increase IGF by 50% over the 2025 baseline and achieve 90% timely financial reporting by 2029.														
Programme: Local Revenue Reform & Financial Accountability Programme														
1	Update revenue database and implement RIAP	Municipal-wide	X	X				80,000	40,000		X		Finance Dept	Physical Planning, ISD
2	Facilitate the use of dlrev software for revenue mobilization	Offinso & Abofour Zones	X	X				30,000	50,000		X		Finance Dept	HR, ISD
3	Intensify ratepayer sensitization on fees, fines, and property rates (radio & community meetings)	All Area Councils	X		X			15,000	20,000			X	ISD	Finance, Area Councils
4	Quarterly internal audit of IGF mobilization & expenditure	Municipal-wide	X	X	X	X				10,000		X	Internal Audit	Finance Dept
Objective: Formalise and strengthen 600 MSMEs; increase average MSME revenues by 30% by 2029.														
Programme: MSME Capacity Development & Incubation Programme														
5	Register and formalize Businesses/ORC/FDA	Municipal-wide	X	X				20,000			X		Business Advisory Centre (BAC)	Trade & Industry, ISD, GRA
6	Facilitate access to credit/grant for 50 MSMEs	Samproso, Kokote & Abofour	X	X				20,000	10,000		X		BRC	NBSSI/GEA, ISD
7	Facilitate NVTI Examination, and training for Local Business Associations	Offinso, Kayera, Abofour, Koforidua & Namong	X		X			20,000	12,000		X		BRC	MIS Unit
8	Organize stakeholders forum on LED activities	Offinso Township & Abofour			X	X		15,000	5,000			X	BRC	ISD, Local Media
Objective: Upgrade 2 major markets and increase market IGF by 40% by 2029.														

Programme: Market Modernisation & Clean Markets Initiative														
9	Construct 24hr market at Offinso Central Market	Offinso Central Market	X	X			5,500,000	150,000			X		Works Dept	BAC, Market Associations
10	Repair and desilt market drains to reduce flooding and improve hygiene	Offinso & Abofour Markets	X	X	X			50,000				X	Works Dept	NADMO, Environmental Health
Objective: Reduce average cost of key inputs by 20% for 5,000 farmers through collective procurement and support schemes by 2029.														
Programme: Farmer Input Support & Aggregation Programme														
11	Build the capacity of AEAs on FBOs formation and FBO enterprise development	Municipal-wide	X	X				60,000			X		Agriculture Dept	MoFA, Farmer Cooperatives
12	Train 100 farmers and aggregators on post-harvest and storage technologies	Municipal-wide	X		X			10,000			X		Agriculture Dept	Works Dept, Farmer Groups
13	Train 120 farmers on efficient and climate-smart input usage (fertilizer, pesticides, seeds)	All 4 Zonal Councils	X	X				20,000			X		Agriculture Dept	EPA, MoFA Extension
14	Organize Farmers' Day celebration	Municipal-wide				X		200,000			X		Agriculture Dept	Cooperatives Dept
15	Review activities carried out in the previous year and RELC planning session for the current year	Municipal-wide			X	X		20,000				X	Agriculture Dept	MPCU
Objective: Establish 2 agro-processing centres and support 150 farmers/processors to adopt value-addition technologies by 2029.														
Programme: Agro-Processing & Value-Chain Development Initiative														
16	Conduct a feasibility study for establishment of two agro-processing centres (maize/ cassava/ oil palm)	Offinso & Abofour	X	X				40,000			X		Agriculture Dept	BAC, MPCU

17	Monitor the adoption and performance of improved processing technologies	Municipal-wide				X				50,000		X	Agriculture Dept	MPCU
Objective: Upgrade facilities at 1–2 priority tourism sites and support 10 tourism MSMEs by 2029.														
Programme: Local Tourism Development & Heritage Promotion Project														
18	Develop Anyinasosu fish sanctuary	Anyinasosu		X	X					120,000		X	Works Dept	Tourism Dept, Traditional Council
Objective: Reduce youth unemployment by 20% and support 1,000 youth with skills, internships, or start-up support by 2029.														
Programme: Youth Employment & Skills Development Programme														
19	Train 300 youth in vocational and technical skills (ICT, tailoring, carpentry, welding, agri-enterprise)	All 4 Zonal Councils	X	X						80,000		X	BRC	TVET Institutions, NYA
20	Provide start-up toolkits to 100 trained youth (sewing machines, welding kits, barbering sets)	Municipal-wide		X		X				150,000		X	BRC	Social Welfare, NYA
21	Organize entrepreneurship and business development clinics for youth entrepreneurs	Offinso & Abofour			X	X				20,000		X	BRC	NBSSI, ISD
22	Monitor the employment outcomes of beneficiaries and update skills database	Municipal-wide				X						X	BRC	MPCU
Objective: Provide 10 new classrooms, rehabilitate 8, and eliminate schools under trees in all circuits by 2029.														
Programme: Education Infrastructure Expansion Programme														
23	Complete 1 No. 3 Unit JHS Block with ancillary facilities	Aburokyire	X	X						250,000		X	Works Dept	GES, BAC
24	Completion of 1 No. 3 Unit Classroom Block at AME Zion Basic School	Ampabame	X	X						500,000		X	Education Dept	Works Dept, Traditional Authorities

25	Complete 1 No. 6 Unit Classroom Block with ancillary facilities	Camp 31	X	X				1,300,000				X	Education Dept	Works Dept, Traditional Authorities
26	Complete 1 No. 2 Unit KG Block with ancillary facilities	Naama-Kwakutaa	X	X				540,000				X	Education Dept	Works Dept, Traditional Authorities
27	Rehabilitate dilapidated classroom blocks (roofing, flooring, windows)	Municipal-Wide	X	X	X	X		120,000				X	Education Dept	Works Dept
28	Procure and supply 1,600 dual desks, 1,200 mono desks, 100 hexagonal tables + 6 chairs, and 100 sets of teachers tables and chairs.	All Circuits	X	X				5,500,000			X		CA	Works Dept,
29	Organize quarterly municipal education oversight committee (MEOC) meetings	Municipal-wide	X	X	X	X		12,000				X	Education Dept	Admin. Unit
Objective: Equip all CHPS zones and construct 2 new facilities in underserved communities by 2029.														
Programme: Primary Healthcare Strengthening Programme														
30	Complete 2 No CHPS compound	Namong-Wenchi & Wawase	X	X				3,000,000				X	Works Dept	Health Directorate, BAC
31	Complete 1 No 30 Bed Capacity Ward (Upper floor)	Abofour Health Center	X	X				1,500,000				X	Works Dept	Health Directorate, BAC
32	Renovate and upgrade existing CHPS compound (roofing, doors, electricals)	Kyebe	X	X				100,000				X	Works Dept	Health Directorate
33	Supply medical equipment: beds, delivery sets, BP monitors, fridges	Selected CHPS Zones/Health Centers	X	X				80,000			X		Health Directorate	Works Dept
34	Organize child health promotion week	All 4 Zonal Councils	X		X	X			30,000		X		Health Directorate	ISD

35	Undertake education on EPI at all community information centers	Municipal-wide		X		X		120,000			X		Health Directorate	BAC
36	Organize quarterly health committee meetings	Municipal-wide	X	X	X	X		12,000				X	Health Directorate	CA
Objective: Reduce new HIV infections among youth by 30% by 2029.														
Programme: Youth HIV Prevention & SRH Programme														
37	Conduct school-based HIV and SRH education campaigns	All Circuits	X	X				20,000			X		Health Directorate	GES, ISD
38	Conduct HIV/AIDS M&E Activities, including testing and counselling outreaches	Municipal-wide		X	X			30,000			X		Health Directorate	NGOs, ISD
Objective: Reduce multi-dimensional poverty levels in at least 10 identified communities by 15% by 2029.														
Programme: Poverty Reduction & Livelihood Empowerment Programme														
39	Facilitate the registration of 100 vulnerable persons onto the NHIS	10 priority communities	X	X				20,000			X		SWCD	MPCU; Area Councils
40	Facilitate implementation of LEAP, GSFP, NHIS and other social protection programmes	10 priority communities		X	X			100,000			X		SWCD	LEAP Secretariat; NGOs
Objective: Improve functionality of public WASH facilities from 60% to 90% by 2029.														
Programme: WASH Facility Management & Sustainability Programme														
41	Conduct functionality assessment of all public toilet and water facilities	Municipal-wide	X	X				20,000			X		Environmental Health	MWST; Works Dept
42	Organize national sanitation days (monthly clean-up exercises) in market and open places	Municipal-wide	X	X	X	X		60,000				X	Environmental Health	NADMO; ISD

43	Procure sanitary equipment and PPEs for workers	Municipal-wide	X		X			80,000				X	Environmental Health	CA
44	Sensitize communities on WASH via media, community durbars, etc	Municipal-wide	X	X	X	X		6,000				X	Environmental Health	MWST, ISD
45	Organize health and environmental education on noise/air pollution and climate change	Municipal-wide	X	X	X	X		10,000				X	Environmental Health	MPCU; NGOs
46	Conduct food screening and medical examination of food vendors	Municipal-wide			X				20,000			X	Environmental Health	Health Directorate; ISD
Objective: Increase household access to improved toilets from 34% to 60% by 2029.														
Programme: Sanitation & Toilet Access Expansion Programme														
47	Complete the construction of 2 No. 12 Seater WC toilet facilities	Samproso Kyebi		X	X			600,000				X	Works Dept;	CA
48	Facilitate the completion of abandoned GH First Toilet Projects	All Zonal Councils		X		X				50,000	X		Works Dept;	Environmental Health; Traditional Authorities
Objective: Increase potable water coverage from 72% to 90% by 2029.														
Programme: Municipal Water Access Improvement Programme														
49	Drill and mechanize 10 new boreholes in water-stressed communities	Selected communities	X	X	X			1,000,000			X		Works Dept	GWCL; MWST; NGOs
50	Facilitate the completion of 10 No. abandoned DACF borehole projects	Identified communities	X	X		X		500,000	5,000			X	Environmental Health	Works Dept; GWCL
Objective: Increase solid waste collection coverage from 55% to 85% by 2029.														
Programme: Integrated Municipal Waste Management Programme														
51	Procure 10 number refuse skip containers	Municipal-wide	X	X				600,000			X		Environmental Health	Works Dept

	for underserved communities													
52	Maintain final disposal sites	Asikaman & Bonsua		X	X			60,000				X	Environmental Health	CA; NADMO
53	Evacuate 60-year-old refuse dump	Sakam	X	X				15,000			X		Environmental Health	Works Dept
54	Undertake fumigation (disinfection and disinfestation) of markets, schools, dumpsites, etc	Municipal-wide		X		X			40,000			X	Environmental Health	Private Contractors
55	Support and monitor waste management activities and environmental service providers	Municipal-wide	X	X	X	X			20,000			X	Environmental Health	Zoomlion GH
Objective: Reduce reported child abuse cases by 20% and strengthen child protection systems in all area councils by 2029.														
Programme: Child Protection & Family Support Programme														
56	Organize sensitization on child protection and family welfare related programmes	All 4 Zonal Councils	X	X				50,000			X		SWCD	ISD; Traditional Authorities
57	Monitor day care centers and manage child protection and family welfare cases	Municipal-wide				X		10,000				X	SWCD	MPCU; DOVVSU
Objective: Increase enrolment in LEAP and complementary livelihood activities by 25% by 2029.														
Programme: Social Protection Expansion & Inclusion Programme														
58	Facilitate implementation of LEAP, GSFP, NHIS and other social protection programmes, including identification and registration of eligible vulnerable households for LEAP expansion	Municipal-wide	X	X				15,000			X		SWCD	Zonal Councils; LEAP Secretariat
59	Provide livelihood empowerment (apprenticeship, petty	Selected communities		X	X			80,000			X		SWCD	BRC; NGOs

	trading support) to LEAP households													
60	Conduct public sensitization on social protection programmes	All 4 Zonal Councils	X		X			10,000		X		ISD	SWCD	
Objective: Reduce recorded incidents of illegal logging and unauthorized sand winning by 60% and restore 50 ha of degraded riparian buffer zones by 2029.														
Programme: Natural Resource Management & Alternative Livelihoods Programme														
61	Organize tree planting and restoration of 10 ha degraded lands (Phase 1)	Selected communities	X		X			50,000		X		Forestry Commission	Schools; ISD; NGOs	
62	Train 200 youth and farmers in alternative livelihoods (beekeeping, mushroom production, bamboo crafts)	Municipal-wide		X		X		30,000		X		Agriculture Dept	Forestry Commission; BAC	
63	Conduct enforcement operations against illegal logging and sand winning	Forest fringe communities			X	X			40,000		X	Forestry Commission	Police; NADMO; Traditional Council	
Objective: Develop and implement community adaptation plans in 6 hotspot communities; reduce flood-related household losses by 50% by 2029.														
Programme: Climate Resilience & DRR Implementation Programme														
64	Conduct climate vulnerability and risk mapping for 6 hotspot communities	Selected communities	X	X				30,000		X		NADMO	MPCU; Works Dept	
65	Develop community-level climate adaptation and disaster preparedness plans	6 hotspot communities		X	X			20,000		X		NADMO	MPCU; Zonal Councils	
66	Conduct awareness campaigns on flood preparedness and climate change adaptation	All 4 Zonal Councils			X	X		10,000		X		NADMO	MPCU;	
Objective: Rehabilitate/upgrade 80 km of priority urban and feeder roads and maintain an additional 100 km through routine maintenance by 2029.														
Programme: Municipal Roads Rehabilitation & Maintenance Programme														

67	Undertake Road Inventory	Municipal-wide	X	X			40,000			X		Urban Roads	Feeder Roads; Works Dept; Ghana Highways	
68	Grading and reshaping of selected feeder roads (100 km), including spot improvement and filling of potholes on key urban roads	Municipal-wide		X	X		300,000	230,000	100,000		X	Works Dept	Feeder Roads	
70	Routine maintenance: clearing road shoulders, culvert cleaning, vegetation control	Municipal-wide		X	X	X			50,000		X	Works Dept	NADMO; Environmental Health	
Objective: Construct or rehabilitate 10 km of primary drains in Offinso Township, Abofour and Namong and desilt secondary drains in 12 communities by 2029.														
Programme: Urban Drainage & Flood Management Project														
71	Construct major primary drains (Phase 1 – 2 km)	Offinso Township		X	X		750,000				X	Works Dept	Urban Roads; NADMO	
72	Desilt secondary drains in 12 communities before rainy season	Municipal-wide		X	X				20,000	80,000	X	Works Dept	NADMO; Area Councils	
73	Engage communities in drain maintenance education and clean-up activities	All 4 Zonal Councils			X	X			15,000		X	ISD	Environmental Health; NADMO	
Objective: Establish routine maintenance schedules and financing; achieve 90% functionality for core public assets (schools, health, water points, markets) by 2029.														
Programme: Asset Maintenance & O&M Strengthening Programme														
74	Develop municipal asset maintenance schedule and O&M plan	Municipal-wide		X	X			20,000			X	MPCU	Works Dept; Finance	
75	Carry out routine maintenance of school facilities, market structures, water and sanitation facilities	Municipal-Wide	X	X	X	X		80,000	50,000	200,000		X	Works Dept	GES

	Objective: Install 500 energy-efficient streetlights and standardise road signage on major corridors by 2029													
	Programme: Urban Lighting & Road Safety Programme													
76	Repair and replace non-functional streetlights	Municipal-wide	X		X				40,000		X		Works Dept	ECG
77	Install and standardize road signage and road markings on major corridors	Offinso Township			X	X		100,000			X		Urban Roads Dept	Works Dept
78	Conduct public sensitization on road safety and safe pedestrian behaviour	All 4 Zonal Councils			X	X		15,000			X		ISD	Police; Urban Roads
	Objective: Extend grid or off-grid solutions to achieve 95% household electrification in new development zones and reduce outage frequency by 30% by 2029.													
	Programme: Energy Access & Efficiency Initiative													
79	Identify unserved and partially served communities for electrification	Municipal-wide	X	X				30,000			X		Works Dept	ECG; Area Councils
80	Extend electricity network to new settlement areas (Phase 1)	Offinso & Abofour		X	X			300,000			X		ECG	Works Dept
	Objective: Achieve 100% processing of building permit applications within statutory timelines and reduce unauthorized developments by 60% by 2029.													
	Programme: Development Control & Planning Strengthening Programme													
81	Conduct public sensitization on building permit processes and requirements	All 4 Zonal Councils	X	X				40,000			X		Physical Planning Dept	ISD; Works Dept
82	Update street names and property addresses	Municipal-wide	X	X	X	X		50,000			X		Physical Planning Dept	MPCU; Traditional Authorities
83	Prepare 3No. base maps and layouts for development planning	Sakam; Kayera; Aduana	X	X	X	X		80,000			X		Physical Planning Dept	MPCU
84	Revise 3 No. planning schemes	Asamankama; Agyeimpra & Tutuase		X		X		50,000			X		Physical Planning Dept	HR Dept; MPCU

85	Organize 12 monthly TSC and SPC meetings	Administration	X	X	X	X						X	Physical Planning	Works Dept; SPC
Objective: Increase compliance inspections to cover 90% of high-risk activities and reduce pollution incidents by 50% by 2029.														
Programme: Environmental Compliance & Monitoring Programme														
86	Conduct environmental inspections for high-risk businesses (mechanic shops, mills, filling stations)	Municipal-wide	X	X					20,000			X	Environmental Health	EPA; ISD
87	Enforce sanitation and environmental by-laws through regular monitoring	All 4 Zonal Councils		X	X	X		70,000				X	Environmental Health	NADMO; Police
88	Train businesses on waste handling, noise control, and pollution prevention	Offinso & Abofour	X		X				15,000			X	Environmental Health	ISD; Private Sector
Objective: Operationalise and resource all 4 Zonal Councils to achieve at least 80% functionality by 2029.														
Programme: Sub-District Governance Strengthening Programme														
89	Assess capacity and logistical needs of all 4 Zonal Councils	Offinso, Abofour, Namong,	X	X				20,000				X	Central Administration	MPCU; Area Councils
90	Provide office equipment (computers, printers, furniture) to Zonal Councils	All 4 Zonal Councils		X	X			150,000				X	Central Administration	Finance Dept
Objective: Achieve 100% compliance with participatory planning/budget requirements and increase citizen participation satisfaction by 30% by 2029.														
Programme: Participatory Planning & Social Accountability Programme														
91	Organize town hall meetings on the MTDP and annual budget	Offinso, Abofour, Namong,		X	X				15,000			X	ISD	MPCU; Finance Dept
92	Facilitate the preparation of the 2027 Annual Action Plan, Composite	Municipal-wide			X	X			80,000			X	MPCU	Budget Unit; Procurement Unit

	Budget & Procurement Plan														
	Objective: Provide adequate logistics (vehicles, ICT equipment, tools) to at least 10 key departments, improving service delivery turnaround time by 40% by 2029.														
	Programme: Institutional Logistics & Service Delivery Improvement Programme														
93	Procure ICT equipment (computers, printers, UPS) for key departments	Central Admin, Finance, Planning, SWCD, GES		X	X			200,000				X		Central Administration	Finance Dept; IT Unit
94	Procure office furniture and essential tools for service delivery enhancement	All 10 priority departments	X		X			100,000				X		Central Administration	Works Dept
	Objective: Reduce the number of active chieftaincy disputes by 50% and strengthen ADR mechanisms in all traditional areas by 2029.														
	Programme: Peacebuilding & Traditional Governance Harmony Programme														
95	Conduct mapping and documentation of all active and latent chieftaincy disputes	Traditional areas across OMA	X	X				20,000				X		Traditional Council Secretariat	MPCU; ISD
96	Facilitate mediation and ADR dialogues among disputing factions	Offinso & Abofour traditional areas		X	X				25,000			X		Traditional Council Secretariat	Peace Council; ISD
	Objective: Reduce drug abuse-related incidents by 40% and strengthen enforcement and rehabilitation support systems by 2029.														
	Programme: Municipal Drug Abuse Prevention & Community Safety Programme														
97	Conduct community sensitization on drug abuse prevention and harmful effects	All 4 Zonal Councils	X	X				25,000				X		ISD	Health Directorate; Police; NACOC
98	Organize school-based awareness campaigns on substance abuse	All Circuits	X		X			15,000				X		GES	ISD; Health Directorate
	Objective: Establish functional early warning and response systems in all 4 zonal councils and reduce disaster impacts by 30% by 2029.														
	Programme: Early Warning & Emergency Preparedness Programme														
99	Conduct early warning and emergency risk assessment for all zonal councils	Offinso, Abofour, Namong, Asempanyeye	X	X				20,000				X		NADMO	MPCU; Area Councils

100	Public sensitization on emergency preparedness and community response actions	All 4 Zonal Councils			X	X			15,000		X		ISD	NADMO; Traditional Authorities
Objective: Reduce human-induced disasters by 50% through improved enforcement and community action by 2029.														
Programme: Human-Induced Disaster Prevention & Enforcement Programme														
101	Conduct municipal-wide sensitization on prevention of human-induced disasters (fire outbreaks, bushfires, fuel storage, etc.)	All Zonal Councils	X	X				20,000			X		NADMO	ISD; Fire Service
102	Create community watch groups for monitoring and reporting unsafe practices	Municipal-wide			X	X			12,000		X		NADMO	Zonal Councils; ISD
Objective: Equip NADMO with essential logistics and train 100 volunteers for rapid response by 2029.														
Programme: Municipal Disaster Response & Risk Reduction Programme														
103	Train 100 disaster volunteers on emergency response, evacuation and first aid	Municipal-wide		X	X				35,000		X		NADMO	Health Directorate; Red Cross
104	Develop a Municipal Disaster Preparedness & Response Plan	Municipal-wide	X			X			30,000		X		MPCU	NADMO; Works Dept
Objective: Improve cash flow planning and reduce programme delays by 30% by 2029.														
Programme: Fiscal Management & Cash Flow Improvement Programme														
105	Conduct annual cash flow analysis to guide expenditure planning	Municipal-wide	X	X					20,000		X		Finance Department	Budget Unit; MPCU
106	Develop quarterly budget performance & cash flow monitoring templates	Central Administration	X		X				15,000		X		Budget Unit	Finance
Objective: Achieve 90% MPCU participation compliance and implement at least 6 cross-sectoral initiatives by 2029.														
Programme: Inter-Sectoral Planning & Coordination Programme														

107	Conduct quarterly MPCU meetings to strengthen inter-sectoral planning	Central Administration	X	X	X	X			20,000		X		MPCU	All Departments
Objective: Achieve 100% compliance with M&E reporting standards and publish annual municipal performance reports by 2029.														
Programme: Results-Based Monitoring & Data Systems Programme														
108	Conduct quarterly monitoring of development projects and programmes	Municipal-wide	X	X	X	X			25,000		X		MPCU	Works; Finance; Sector Departments
109	Conduct mid-year and annual performance review sessions	Central Administration			X	X			20,000		X		MPCU	All Departments
110	Prepare and publish the 2026 Annual Municipal Performance Report	Municipal-wide				X			15,000		X		MPCU	ISD
Objective: Fill at least 60% of critical staff gaps and train 200 staff in priority areas by 2029.														
Programme: Human Resource Development & Capacity-Building Programme														
111	Organize training workshops on leadership, project management, M&E, ICT and customer service, etc	Municipal-wide		X		X			35,000		X		HR Dept	MPCU; ISD
112	Implement staff performance appraisal and professional development plans	Central Administration			X	X			10,000		X		HR Dept	All Departments
Objective: Establish 2 active international partnerships (e.g., sister-city, development agencies, diaspora groups) and mobilise at least GHS 2 million in external support by 2029.														
Programme: Municipal International Partnerships & Diaspora Engagement Programme														
113	Establish and operationalise a Municipal Diaspora & Partnerships Desk	Central Administration	X	X				40,000			X		Central Administration	MPCU
Objective: Secure at least 3 technical assistance missions from development partners or international NGOs by 2029.														
Programme: International Technical Assistance & Capacity Support Programme														

114	Identify priority technical assistance needs across departments	Municipal-wide	X	X					15,000		X		MPCU	All Departments
	Objective: Participate annually in at least two national/international local government platforms (UCLG, C40 sub-national sessions, GGLN, etc.) by 2029.													
	Programme: Municipal Visibility & Knowledge Exchange Programme													
115	Identify relevant national and international conferences, forums and platforms for participation	Municipal-wide	X	X					12,000		X		Central Administration	MPCU
	Objective: Create a functional Municipal International Relations Desk by 2026 and ensure annual reporting on cooperation outcomes by 2029.													
	Programme: International Relations Coordination & Governance Programme													
116	Establish and operationalize the Municipal International Relations Desk (IR Desk)	Central Administration	X	X				35,000			X		Central Administration	MPCU; ISD

Source: OMA, MPCU, 2025

Table 35: 2027 Composite Annual Action Plan

	Projects / Activities	Location	Time Frame				Cost				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Objective: Increase IGF by 50% over the 2025 baseline and achieve 90% timely financial reporting by 2029.														
Programme: Local Revenue Reform & Financial Accountability Programme														
1	Update revenue database and implement RIAP	Municipal-wide	X	X				80,000	40,000		X		Finance Dept	Physical Planning, ISD
2	Train revenue collectors in the electronic billing system	Offinso, Samproso & Abofour Zones	X	X				20,000	30,000		X		Finance Dept	HR, ISD
3	Intensify ratepayer sensitization on fees, fines, and property rates (radio & community meetings)	All Area Councils	X		X			15,000	20,000			X	ISD	Finance, Area Councils
4	Quarterly internal audit of IGF mobilization & expenditure	Municipal-wide	X	X	X	X				10,000		X	Internal Audit	Finance Dept
Objective: Formalise and strengthen 600 MSMEs; increase average MSME revenues by 30% by 2029.														
Programme: MSME Capacity Development & Incubation Programme														
5	Register and formalize Businesses/ORC/FDA	Municipal-wide	X	X				20,000			X		Business Advisory Centre (BAC)	Trade & Industry, ISD, GRA
6	Facilitate access to credit/grant for 50 MSMEs	Samproso, Kokote & Abofour	X	X				20,000	10,000		X		BRC	NBSSI/GEA, ISD
7	Facilitate NVTI Examination, and training for Local Business Associations	Offinso, Kayera, Abofour, Koforidua & Namong	X		X			20,000	12,000		X		BRC	MIS Unit
8	Organize stakeholders forum on LED activities	Offinso Township & Abofour			X	X		15,000	5,000			X	BRC	ISD, Local Media
Objective: Upgrade 2 major markets and increase market IGF by 40% by 2029.														

Programme: Market Modernisation & Clean Markets Initiative														
9	Complete the construction of 24hr market at Offinso Central Market	Offinso Central Market	X	X			5,500,000	150,000			X		Works Dept	BRC, Market Associations
10	Install sanitation stations (handwashing points, waste bins) across major markets	Offinso, Abofour & Namong	X		X			30,000	15,000		X		Environmental Health	ISD, Market Associations
11	Facilitate the completion of 96 Unit lockable stores	Offinso Central Market	X	X	X		1,800,000				X		Works Dept	BRC, Market Associations
Objective: Reduce average cost of key inputs by 20% for 5,000 farmers through collective procurement and support schemes by 2029.														
Programme: Farmer Input Support & Aggregation Programme														
12	Support farmer groups to form bulk-purchasing cooperatives	Municipal-wide		X	X			15,000			X		Agriculture Dept	Cooperatives Dept
13	Celebrate National Farmers Day	Municipal-wide				X		250,000			X		Agriculture Dept	MoFA, Farmer Cooperatives
14	Create awareness on FEED GH, Broiler Project & FSRP, etc	Municipal-wide	X		X		8,000	55,000			X		Agriculture Dept	Farmer Groups
15	Establish tree crop nursery for some selected farmers	Municipal-wide	X		X			15,000			X		Agriculture Dept	Works Dept, Farmer Groups
16	Organize study tour for AEAs and selected farmers on climate smart agriculture	Kumasi	X	X				7,500			X		Agriculture Dept	EPA, MoFA Extension
17	Support AEs and FBOs formation and enterprise development	Municipal-wide		X	X			15,000			X		Agriculture Dept	Cooperatives Dept
18	Conduct supervision, monitoring and evaluation of Agric development activities	Municipal-wide			X	X		27,000				X	Agriculture Dept	MPCU
Objective: Establish 2 agro-processing centres and support 150 farmers/processors to adopt value-addition technologies by 2029.														

Programme: Agro-Processing & Value-Chain Development Initiative														
19	Construct and equip one community-level agro-processing centre (Phase 1)	Abofour Zone		X	X			200,000			X		Works Dept	Agriculture Dept, BAC
20	Provide technical training for farmers and processors on value-addition technology (drying, milling, packaging)	Offinso, Abofour & Namong	X		X			25,000			X		Agriculture Dept	NBSSI, MoFA
Objective: Upgrade facilities at 1–2 priority tourism sites and support 10 tourism MSMEs by 2029.														
Programme: Local Tourism Development & Heritage Promotion Project														
21	Develop and improve basic tourism infrastructure (paths, signage, resting areas) at selected heritage site	Offinso Heritage Site		X	X			120,000			X		Works Dept	Tourism Dept, Traditional Council
Objective: Reduce youth unemployment by 20% and support 1,000 youth with skills, internships, or start-up support by 2029.														
Programme: Youth Employment & Skills Development Programme														
22	Facilitate internship placement for trained youth with local businesses	Municipal-wide		X	X				10,000		X		BAC	Private Sector, ISD
23	Provide start-up toolkits to 100 trained youth (sewing machines, welding kits, barbering sets)	Municipal-wide		X		X		150,000			X		BRC	Social Welfare, NYA
24	Organize entrepreneurship and business development clinics for youth entrepreneurs	Offinso & Abofour			X	X			20,000		X		BRC	NBSSI, ISD
25	Monitor the employment outcomes of beneficiaries and update skills database	Municipal-wide				X						X	BRC	MPCU
Objective: Provide 10 new classrooms, rehabilitate 8, and eliminate schools under trees in all circuits by 2029.														

Programme: Education Infrastructure Expansion Programme														
26	Construct 1 No. 3 Unit JHS Block with ancillary facilities	Dumasua	X	X				750,000				X	Works Dept	GES, BAC
27	Completion of 1 No. 3 Unit Classroom Block with ancillary facilities	Selected community	X	X				500,000				X	Education Dept	Works Dept, Traditional Authorities
28	Construct 1 No. 6 Unit Classroom Block with ancillary facilities	Naama-Kakuta	X	X				1,300,000				X	Education Dept	Works Dept, Traditional Authorities
29	Construct 1 No. 2 Unit KG Block with ancillary facilities	Dentin-Antoa	X	X				540,000				X	Education Dept	Works Dept, Traditional Authorities
30	Rehabilitate dilapidated classroom blocks (roofing, flooring, windows)	Municipal-Wide	X	X	X	X		120,000				X	Education Dept	Works Dept
31	Supply dual desks, teachers' furniture, and learning materials	All Circuits	X	X				5,500,000			X		CA	Works Dept,
32	Organize quarterly municipal education oversight committee (MEOC) meetings	Municipal-wide	X	X	X	X		12,000				X	Education Dept	Admin. Unit
Objective: Equip all CHPS zones and construct 2 new facilities in underserved communities by 2029.														
Programme: Primary Healthcare Strengthening Programme														
33	Construct 2 No CHPS compound	Ayensua & New Bethlehem	X	X				3,000,000				X	Works Dept	Health Directorate, BAC
34	Complete 1 No 3 Unit Ward (Upper floor)	Offinso Health Center	X	X				1,500,000				X	Works Dept	Health Directorate, BAC
35	Renovate and upgrade existing CHPS compound (roofing, doors, electricals)	Amaning	X	X				150,000				X	Works Dept	Health Directorate
36	Supply medical equipment: beds,	Selected CHPS Zones/Health Centers	X	X				80,000			X		Health Directorate	Works Dept

	delivery sets, BP monitors, fridges														
37	Organize child health promotion week	All 4 Zonal Councils	X		X	X		30,000			X		Health Directorate	ISD	
38	Undertake education on EPI at all community information centers	Municipal-wide		X		X		120,000			X		Health Directorate	BAC	
39	Organize quarterly health committee meetings	Municipal-wide	X	X	X	X		12,000				X	Health Directorate	CA	
	Objective: Reduce new HIV infections among youth by 30% by 2029.														
	Programme: Youth HIV Prevention & SRH Programme														
40	Train peer educators and youth groups in SRH and HIV prevention	Offinso & Abofour	X		X			10,000			X		Health Directorate	NYA	
41	Supply condoms, IEC materials, and awareness tools	Municipal-wide		X		X		15,000			X		Health Directorate	ISD, NGOs	
	Objective: Reduce multi-dimensional poverty levels in at least 10 identified communities by 15% by 2029.														
	Programme: Poverty Reduction & Livelihood Empowerment Programme														
42	Facilitate the registration of 100 vulnerable persons onto the NHIS	10 priority communities	X	X				20,000			X		SWCD	MPCU; Area Councils	
43	Provide targeted livelihood grants to 100 ultra-poor households (start-up capital & inputs)	10 priority communities		X	X			100,000			X		SWCD	LEAP Secretariat; NGOs	
44	Train beneficiaries in income-generating skills (food processing, petty trading, tailoring) and financial literacy	Target beneficiary groups	X	X				25,000			X		SWCD	BRC; NBSSI	
	Objective: Improve functionality of public WASH facilities from 60% to 90% by 2029.														
	Programme: WASH Facility Management & Sustainability Programme														

45	Rehabilitate broken-down public toilet and bath facilities (repair slabs, roofs, doors, plumbing)	Offinso & Abofour		X	X			150,000			X		Works Dept	Environmental Health
46	Organize national sanitation days (monthly clean-up exercises) in market and open places	Municipal-wide	X	X	X	X		60,000				X	Environmental Health	NADMO; ISD
47	Procure sanitary equipment and PPEs for workers	Municipal-wide	X		X			80,000				X	Environmental Health	CA
48	Sensitize communities on WASH via media, community durbars, etc	Municipal-wide	X	X	X	X		6,000				X	Environmental Health	MWST, ISD
49	Organize health and environmental education on noise/air pollution and climate change	Municipal-wide	X	X	X	X		10,000				X	Environmental Health	MPCU; NGOs
50	Conduct food screening and medical examination of food vendors	Municipal-wide			X				20,000			X	Environmental Health	Health Directorate; ISD
Objective: Increase household access to improved toilets from 34% to 60% by 2029.														
Programme: Sanitation & Toilet Access Expansion Programme														
51	Construct 2 No. 12 Seater WC toilet facilities	Abofour-Wawase; Samproso		X	X			200,000				X	Works Dept;	CA
52	Facilitate the completion of abandoned GH First Toilet Projects	All Zonal Councils		X		X				50,000	X		Works Dept;	Environmental Health; Traditional Authorities
53	Implement household toilet construction support scheme (subsidies & technical guidance)	Offinso, Abofour, Namong,		X	X			200,000			X		Environmental Health	Works Dept; NGOs

	Objective: Increase potable water coverage from 72% to 90% by 2029.													
	Programme: Municipal Water Access Improvement Programme													
54	Drill and mechanize 10 new boreholes in water-stressed communities	Selected communities	X	X	X			1,000,000			X		Works Dept	GWCL; MWST; NGOs
55	Establish and train community-based waste management committees (WATSAN)	All 4 Zonal Councils	X		X			15,000			X		Environmental Health	ISD
56	Facilitate the completion of 10 No. abandoned DACF borehole projects	Identified communities	X	X		X		500,000	5,000			X	Environmental Health	Works Dept; GWCL
	Objective: Increase solid waste collection coverage from 55% to 85% by 2029.													
	Programme: Integrated Municipal Waste Management Programme													
57	Procure refuse skip containers for underserved communities	Municipal-wide	X	X				600,000			X		Environmental Health	Works Dept
58	Maintain final disposal sites	Asikaman & Bonsua		X	X			60,000				X	Environmental Health	CA; NADMO
59	Evacuate refuse dump	Selected community	X	X				15,000			X		Environmental Health	Works Dept
60	Undertake fumigation (disinfection and disinfection) of markets, schools, dumpsites, etc	Municipal-wide		X		X			40,000			X	Environmental Health	Private Contractors
61	Support and monitor waste management activities and environmental service providers	Municipal-wide	X	X	X	X			20,000			X	Environmental Health	Zoomlion GH
	Objective: Reduce reported child abuse cases by 20% and strengthen child protection systems in all area councils by 2029.													
	Programme: Child Protection & Family Support Programme													
62	Conduct community sensitization on child rights, child labour,	All 4 Zonal Councils	X	X				50,000			X		SWCD	ISD; Traditional Authorities

	and gender-based violence													
63	Monitor day care centers and manage child protection and family welfare cases	Municipal-wide			X		10,000				X	SWCD	MPCU; DOVVSU	
64	Train child protection committees in all zonal councils	Municipal-wide		X	X		15,000			X		SWCD	DOVVSU; ISD	
Objective: Increase enrolment in LEAP and complementary livelihood activities by 25% by 2029.														
Programme: Social Protection Expansion & Inclusion Programme														
65	Facilitate access to complementary services (health insurance renewal, education support)	Municipal-wide		X		X		15,000		X		SWCD	NHIS; GES	
66	Provide livelihood empowerment (apprenticeship, petty trading support) to LEAP households	Selected communities		X	X		80,000			X		SWCD	BRC; NGOs	
67	Monitor LEAP enrolment trends and household welfare improvements	Municipal-wide				X					X	SWCD	MPCU	
Objective: Reduce recorded incidents of illegal logging and unauthorized sand winning by 60% and restore 50 ha of degraded riparian buffer zones by 2029.														
Programme: Natural Resource Management & Alternative Livelihoods Programme														
68	Organize tree planting and restoration of 10 ha degraded lands (Phase 1)	Selected communities	X		X		50,000			X		Forestry Commission	Schools; ISD; NGOs	
69	Train 100 youth and farmers in alternative livelihoods (beekeeping, mushroom production, bamboo crafts)	Municipal-wide		X		X		30,000		X		Agriculture Dept	Forestry Commission; BAC	
70	Conduct enforcement operations against	Forest fringe communities			X	X			40,000		X	Forestry Commission	Police; NADMO;	

	illegal logging and sand winning													Traditional Council
Objective: Develop and implement community adaptation plans in 6 hotspot communities; reduce flood-related household losses by 50% by 2029.														
Programme: Climate Resilience & DRR Implementation Programme														
71	Train community volunteers in flood early-warning systems and first response	Municipal-wide	X		X				15,000		X		NADMO	Health Directorate; ISD
72	Desilt and clear choked drains as part of pre-rainy season readiness	Offinso, Abofour, Namong		X				60,000			X		Works Dept	NADMO; Environmental Health
73	Conduct awareness campaigns on flood preparedness and climate change adaptation	All 4 Zonal Councils			X	X			10,000		X		NADMO	MPCU;
Objective: Rehabilitate/upgrade 80 km of priority urban and feeder roads and maintain an additional 100 km through routine maintenance by 2029.														
Programme: Municipal Roads Rehabilitation & Maintenance Programme														
74	Conduct assessment and prioritization of urban and feeder roads for 2027 works	Municipal-wide	X	X				40,000			X		Urban Roads	Feeder Roads; Works Dept; Ghana Highways
75	Grading and reshaping of selected feeder roads (100 km)	Municipal – wide		X	X		300,000	150,000	100,000		X		Works Dept	Feeder Roads
76	Spot improvement and filling of potholes on key urban roads	Offinso urban roads	X		X			80,000	50,000		X		Works Dept	Urban Roads Dept
77	Routine maintenance: clearing road shoulders, culvert cleaning, vegetation control	Municipal-wide		X	X	X			50,000		X		Works Dept	NADMO; Environmental Health
Objective: Construct or rehabilitate 10 km of primary drains in Offinso Township, Abofour and Namong and desilt secondary drains in 12 communities by 2029.														
Programme: Urban Drainage & Flood Management Project														
78	Construct culverts and small bridges at critical road sections	Selected communities			X			200,000			X		Works Dept	Feeder Roads; Urban Roads

79	Desilt secondary drains in 12 communities before rainy season	Municipal-wide		X	X			20,000	80,000	X		Works Dept	NADMO; Area Councils	
80	Engage communities in drain maintenance education and clean-up activities	All 4 Zonal Councils			X	X		15,000		X		ISD	Environmental Health; NADMO	
Objective: Establish routine maintenance schedules and financing; achieve 90% functionality for core public assets (schools, health, water points, markets) by 2029.														
Programme: Asset Maintenance & O&M Strengthening Programme														
81	Develop municipal asset maintenance schedule and O&M plan	Municipal-wide		X	X			20,000		X		MPCU	Works Dept; Finance	
82	Carry out routine maintenance of school facilities, market structures, water and sanitation facilities	Municipal-Wide	X	X	X	X		80,000	50,000	200,000		X	Works Dept	GES
83	Train asset managers and facility caretakers in preventive maintenance	Municipal-wide			X	X		15,000			X		Works Dept	ISD; MPCU
Objective: Install 500 energy-efficient streetlights and standardise road signage on major corridors by 2029														
Programme: Urban Lighting & Road Safety Programme														
84	Procure energy-efficient streetlights (LED) and accessories	Municipal-wide		X	X			300,000			X		Works Dept	ECG; Finance
85	Install streetlights along major roads and hotspots	Offinso, Abofour, Namong		X	X			80,000			X		Works Dept	ECG
86	Conduct public sensitization on road safety and safe pedestrian behaviour	All 4 Zonal Councils			X	X		15,000			X		ISD	Police; Urban Roads
Objective: Extend grid or off-grid solutions to achieve 95% household electrification in new development zones and reduce outage frequency by 30% by 2029.														
Programme: Energy Access & Efficiency Initiative														
87	Provide poles, transformers, and	Selected communities	X		X			250,000			X		ECG	Works Dept; Community Leaders

	wiring materials for community extensions													
88	Extend electricity network to new settlement areas (Phase 1)	Offinso & Abofour		X	X			300,000			X		ECG	Works Dept
Objective: Achieve 100% processing of building permit applications within statutory timelines and reduce unauthorized developments by 60% by 2029.														
Programme: Development Control & Planning Strengthening Programme														
89	Conduct public sensitization on building permit processes and requirements	All 4 Zonal Councils	X	X				50,000			X		Physical Planning Dept	ISD; Works Dept
90	Update street names and property addresses	Municipal-wide	X	X	X	X					X		Physical Planning Dept	MPCU; Traditional Authorities
91	Prepare 3No. base maps and layouts for development planning	Samproso; Twumasan; Koforidua	X	X	X	X		85,000			X		Physical Planning Dept	MPCU
92	Revise 3 No. planning schemes	Amoawi, Anou & Dome		X	X	X			50,000		X		Physical Planning Dept	HR Dept; MPCU
93	Organize 12 monthly TSC and SPC meetings	Administration	X	X	X	X					X		Physical Planning	Works Dept; SPC
Objective: Increase compliance inspections to cover 90% of high-risk activities and reduce pollution incidents by 50% by 2029.														
Programme: Environmental Compliance & Monitoring Programme														
94	Conduct environmental inspections for high-risk businesses (mechanic shops, mills, filling stations)	Municipal-wide	X	X					20,000		X		Environmental Health	EPA; ISD
95	Enforce sanitation and environmental by-laws through regular monitoring	All 4 Zonal Councils		X	X	X		70,000			X		Environmental Health	NADMO; Police
96	Prosecute repeated environmental offenders in	Municipal-wide			X			50,000.00			X		Environmental Health	Police; EPA

	collaboration with enforcement agencies														
	Objective: Operationalise and resource all 4 Zonal Councils to achieve at least 80% functionality by 2029.														
	Programme: Sub-District Governance Strengthening Programme														
97	Provide office equipment (computers, printers, furniture) to Zonal Councils	All 4 Zonal Councils		X	X			150,000				X		Central Administration	Finance Dept
98	Train zonal council staff in administration, budgeting, and reporting	Municipal-wide	X		X				25,000			X		Central Administration	HR Dept; MPCU
	Objective: Achieve 100% compliance with participatory planning/budget requirements and increase citizen participation satisfaction by 30% by 2029.														
	Programme: Participatory Planning & Social Accountability Programme														
99	Organize town hall meetings on the MTDP and annual budget	Offinso, Abofour, Namong,		X	X			80,000	15,000			X		ISD	MPCU; Finance Dept
100	Facilitate the preparation of the 2028 Annual Action Plan, Composite Budget & Procurement Plan	Municipal-wide			X	X			100,000			X		MPCU	Budget Unit; Procurement Unit
	Objective: Provide adequate logistics (vehicles, ICT equipment, tools) to at least 10 key departments, improving service delivery turnaround time by 40% by 2029.														
	Programme: Institutional Logistics & Service Delivery Improvement Programme														
101	Procure ICT equipment (computers, printers, UPS) for key departments	Central Admin, Finance, Planning, SWCD, GES		X	X			200,000				X		Central Administration	Finance Dept; IT Unit
102	Procure office furniture and essential tools for service delivery enhancement	All 10 priority departments	X		X			100,000				X		Central Administration	Works Dept
	Objective: Reduce the number of active chieftaincy disputes by 50% and strengthen ADR mechanisms in all traditional areas by 2029.														
	Programme: Peacebuilding & Traditional Governance Harmony Programme														

103	Promote peace education and public sensitization on chieftaincy harmony	All 4 Zonal Councils		X		X			10,000		X		ISD	Traditional Council; Security Services
Objective: Reduce drug abuse-related incidents by 40% and strengthen enforcement and rehabilitation support systems by 2029.														
Programme: Municipal Drug Abuse Prevention & Community Safety Programme														
104	Support the formation and activities of community anti-drug clubs	Offinso, Abofour, Kayera		X	X				12,000		X		ISD	NYA; Community Leaders
105	Strengthen enforcement against drug peddling hotspots in collaboration with security agencies	Dumasua, Kwapanin, Brekum, Bonsua, Kokote, Saboa		X		X			20,000		X		Police	NACOC; ISD; Area Councils
Objective: Establish functional early warning and response systems in all 4 zonal councils and reduce disaster impacts by 30% by 2029.														
Programme: Early Warning & Emergency Preparedness Programme														
106	Train 100 community volunteers in early warning, evacuation and basic first aid	Municipal-wide	X		X				25,000		X		NADMO	Health Directorate; Red Cross
107	Public sensitization on emergency preparedness and community response actions	All 4 Zonal Councils			X	X			15,000		X		ISD	NADMO; Traditional Authorities
Objective: Reduce human-induced disasters by 50% through improved enforcement and community action by 2029.														
Programme: Human-Induced Disaster Prevention & Enforcement Programme														
108	Enforce bye-laws on bush burning, illegal fuel storage, and unsafe building practices	Municipal-wide		X	X				15,000		X		Environmental Health	Police; Fire Service; Works Dept
109	Train community fire volunteers and provide basic fire management tools	Namong, Anyankasu Abofour	X		X				30,000		X		Fire Service	NADMO; Traditional Authorities
Objective: Equip NADMO with essential logistics and train 100 volunteers for rapid response by 2029.														
Programme: Municipal Disaster Response & Risk Reduction Programme														

110	Establish and equip zonal disaster response teams	All 4 Zonal Councils	X		X				25,000		X		NADMO	Area Councils; MPCU
111	Conduct simulation exercises for floods, fires, accidents and outbreaks	Offinso & Abofour		X		X			20,000		X		NADMO	Fire Service; Police; Health Directorate
Objective: Improve cash flow planning and reduce programme delays by 30% by 2029.														
Programme: Fiscal Management & Cash Flow Improvement Programme														
112	Conduct annual cash flow analysis to guide expenditure planning	Municipal-wide	X	X					20,000		X		Finance Department	Budget Unit; MPCU
113	Develop quarterly budget performance & cash flow monitoring templates	Central Administration	X		X				15,000		X		Budget Unit	Finance
Objective: Achieve 90% MPCU participation compliance and implement at least 6 cross-sectoral initiatives by 2029.														
Programme: Inter-Sectoral Planning & Coordination Programme														
114	Conduct quarterly MPCU meetings to strengthen inter-sectoral planning	Central Administration	X	X	X	X			20,000		X		MPCU	All Departments
Objective: Achieve 100% compliance with M&E reporting standards and publish annual municipal performance reports by 2029.														
Programme: Results-Based Monitoring & Data Systems Programme														
115	Conduct quarterly monitoring of development projects and programmes	Municipal-wide	X	X	X	X			25,000		X		MPCU	Works; Finance; Sector Departments
116	Conduct mid-year and annual performance review sessions	Central Administration			X	X			20,000		X		MPCU	All Departments
117	Prepare and publish the 2026 Annual Municipal Performance Report	Municipal-wide				X			15,000		X		MPCU	ISD
Objective: Fill at least 60% of critical staff gaps and train 200 staff in priority areas by 2029.														
Programme: Human Resource Development & Capacity-Building Programme														
118	Train staff in digital record management	Municipal-wide			X	X			20,000		X		HR Dept	ISD; MPCU

	and customer service improvement													
119	Implement staff performance appraisal and professional development plans	Central Administration			X	X			10,000		X		HR Dept	All Departments
	Objective: Establish 2 active international partnerships (e.g., sister-city, development agencies, diaspora groups) and mobilise at least GHS 2 million in external support by 2029.													
	Programme: Municipal International Partnerships & Diaspora Engagement Programme													
120	Identify and engage potential sister-city partners and international NGOs	Municipal-wide / External		X	X				25,000		X		Central Administration	ISD; RCC
	Objective: Secure at least 3 technical assistance missions from development partners or international NGOs by 2029.													
	Programme: International Technical Assistance & Capacity Support Programme													
121	Engage development partners (GIZ, JICA, USAID, UNESCO, Cities Alliance, etc.) for technical support missions	External / Regional / National		X	X				25,000		X		Central Administration	RCC; NDPC
	Objective: Participate annually in at least two national/international local government platforms (UCLG, C40 sub-national sessions, GGLN, etc.) by 2029.													
	Programme: Municipal Visibility & Knowledge Exchange Programme													
122	Facilitate municipal participation in at least two key visibility/knowledge exchange events	Regional / National / International		X	X				60,000		X		Central Administration	RCC; ISD
	Objective: Create a functional Municipal International Relations Desk by 2026 and ensure annual reporting on cooperation outcomes by 2029.													
	Programme: International Relations Coordination & Governance Programme													
123	Develop municipal international relations guidelines and protocols	Municipal-wide	X		X				20,000		X		MPCU	Legal Unit; RCC

Source: MPCU, OMA, 2025

Table 36: 2028 Composite Annual Action Plan

	Projects / Activities	Location	Time Frame				Cost				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Objective: Increase IGF by 50% over the 2025 baseline and achieve 90% timely financial reporting by 2029.														
Programme: Local Revenue Reform & Financial Accountability Programme														
1	Update revenue database and implement RIAP	Municipal-wide	X	X				100,000	50,000		X		Finance Dept	Physical Planning, ISD
2	Conduct property rate revaluation				X	X		60,000	40,000		X		Finance Dept	HR, ISD
3	Intensify ratepayer sensitization on fees, fines, and property rates (radio & community meetings)	All Area Councils	X	X	X	X		15,000	20,000			X	ISD	Finance, Area Councils
4	Quarterly internal audit of IGF mobilization & expenditure	Municipal-wide	X	X	X	X				10,000		X	Internal Audit	Finance Dept
Objective: Formalise and strengthen 600 MSMEs; increase average MSME revenues by 30% by 2029.														
Programme: MSME Capacity Development & Incubation Programme														
5	Register and formalize Businesses/ORC/FDA	Municipal-wide	X	X				30,000			X		Business Advisory Centre (BAC)	Trade & Industry, ISD, GRA
6	Facilitate access to credit/grant for 50 MSMEs	Samproso, Kokote & Abofour	X	X				30,000	20,000		X		BRC	NBSSI/GEA, ISD
7	Facilitate NVTI Examination, and training for Local Business Associations	Offinso, Kayera, Abofour, Koforidua & Namong	X		X			20,000	15,000		X		BRC	MIS Unit
8	Organize stakeholder's forum on LED activities	Offinso Township & Abofour			X	X		15,000	5,000			X	BRC	ISD, Local Media
Objective: Upgrade 2 major markets and increase market IGF by 40% by 2029.														
Programme: Market Modernisation & Clean Markets Initiative														

9	Facilitate the construction of modern market and lorry terminal at Kokote	Offinso-Kokote	X	X	X	X		50,000	10,000	5,000,000 (PPP)	X		Works Dept	BRC, Market Associations
10	Facilitate the completion of modern market	Anyinasosu	X	X	X		1,800,000				X		Works Dept	BRC, Market Associations
11	Repair and desilt market drains to reduce flooding and improve hygiene	Offinso & Abofour Markets	X	X	X			50,000				X	Works Dept	NADMO, Environmental Health
12	Replace damaged roofing sheets and platforms in market sheds	Abofour Market		X	X			80,000			X		Works Dept	Market Associations
	Objective: Reduce average cost of key input by 20% for 5,000 farmers through collective procurement and support schemes by 2029.													
	Programme: Farmer Input Support & Aggregation Programme													
13	Organize agriculture production surveys and census	Municipal-wide		X	X			15,000			X		Agriculture Dept	Statistics Dept.
14	Celebrate National Farmers Day	Municipal-wide				X		300,000			X		Agriculture Dept	MoFA, CA
15	Sensitize farmers on scouting and control of pests and diseases (FAW)	Municipal-wide	X		X		8,000				X		Agriculture Dept	Farmer Groups
16	Establish tree crop nursery for some selected farmers	Municipal-wide	X		X			15,000			X		Agriculture Dept	Works Dept, Farmer Groups
17	Organize study tour for AEAs and selected farmers on climate smart agriculture	Kumasi	X	X				7,500			X		Agriculture Dept	EPA, MoFA Extension
18	Organize farmer radio school on FEED GH, Broiler project; FSRP, etc	Municipal-wide		X	X			15,000			X		Agriculture Dept	Cooperatives Dept

19	Train 100 women farmers on alternative livelihood programmes eg. Soap making	Municipal-wide			X	X		30,000				X	Agriculture Dept	BRC, SWCD
20	Sensitize 500 farm families on nutritional values of local foods eg. Soya bean, cowpea, potatoes	Municipal-wide			X	X		80,000				X	Agriculture Dept	BRC, SWCD
Objective: Establish 2 agro-processing centres and support 150 farmers/processors to adopt value-addition technologies by 2029.														
Programme: Agro-Processing & Value-Chain Development Initiative														
21	Construct and equip one community-level agro-processing centre (Phase 2)	Abofour Zone		X	X			300,000				X	Works Dept	Agriculture Dept, BAC
22	Support 50 processors with improved processing equipment (graters, dryers, sealers)	OMA-wide	X	X				60,000				X	Agriculture Dept	BAC, NGOs
23	Facilitate market linkages for processed products (buyer forums, exhibitions)	Municipal-wide			X	X			10,000			X	BAC	ISD, Agriculture Dept
Objective: Upgrade facilities at 1–2 priority tourism sites and support 10 tourism MSMEs by 2029.														
Programme: Local Tourism Development & Heritage Promotion Project														
24	Train tourism MSMEs in customer service, packaging, digital marketing	Municipal-wide	X		X			15,000				X	Tourism Dept	BAC, ISD
Objective: Reduce youth unemployment by 20% and support 1,000 youth with skills, internships, or start-up support by 2029.														
Programme: Youth Employment & Skills Development Programme														
25	Facilitate internship placement for trained youth with local businesses in Agric	Municipal-wide		X	X	X			70,000			X	BAC	Private Sector, Agric. Dept.
26	Provide start-up toolkits to 100 trained youth (sewing	Municipal-wide		X		X		250,000				X	BRC	Social Welfare, NYA

	machines, welding kits, barbering sets)														
27	Organize entrepreneurship and business development clinics for youth entrepreneurs	Offinso & Abofour			X	X			20,000			X		BRC	NBSSI, ISD
28	Monitor the employment outcomes of beneficiaries and update skills database	Municipal-wide				X						X		BRC	MPCU
	Objective: Provide 10 new classrooms, rehabilitate 8, and eliminate schools under trees in all circuits by 2029.														
	Programme: Education Infrastructure Expansion Programme														
29	Construct 1 No. 3 Unit JHS Block with ancillary facilities	Asamankama	X	X				750,000				X		Education Dept	Works, CA
30	Construct 1 No. 6 Unit Classroom Block with ancillary facilities	Berekum	X	X				1,300,000				X		Education Dept	Works Dept, Traditional Authorities
31	Construct 1 No. 2 Unit KG Block with ancillary facilities	Obuasi	X	X				540,000				X		Education Dept	Works Dept, Traditional Authorities
32	Rehabilitate dilapidated classroom blocks (roofing, flooring, windows)	Municipal-Wide	X	X	X	X		120,000				X		Education Dept	Works Dept
33	Supply dual and mono desks, teachers' furniture, and learning materials	All Circuits	X	X				5,500,000				X		CA	Works Dept,
34	Organize quarterly municipal education oversight committee (MEOC) meetings	Municipal-wide	X	X	X	X		12,000				X		Education Dept	Admin. Unit
	Objective: Equip all CHPS zones and construct 2 new facilities in underserved communities by 2029.														
	Programme: Primary Healthcare Strengthening Programme														

35	Construct 2 No. CHPS	Naama and Kyebi	X	X				3,500,000				X	Works Dept	Health Directorate; CA
36	Undertake outreach services & community health promotion campaigns	All 4 Zonal Councils	X		X	X			30,000			X	Health Directorate	ISD
37	Provide logistics (motorbikes, kits) for CHPS staff	Municipal-wide		X		X		120,000				X	Health Directorate	CA
38	Supply medical equipment: beds, delivery sets, BP monitors, fridges	Selected CHPS Zones/Health Centers	X	X				80,000				X	Health Directorate	CA
39	Organize child health promotion week	All 4 Zonal Councils	X		X	X			30,000			X	Health Directorate	ISD
40	Undertake education on EPI at all community information centers	Municipal-wide		X		X		120,000				X	Health Directorate	BAC
41	Organize quarterly health committee meetings	Municipal-wide	X	X	X	X		12,000				X	Health Directorate	CA
Objective: Reduce new HIV infections among youth by 30% by 2029.														
Programme: Youth HIV Prevention & SRH Programme														
42	Run media engagements and radio sensitization on youth SRH and HIV prevention	Offinso			X	X			10,000			X	ISD	Health Directorate
Objective: Reduce multi-dimensional poverty levels in at least 10 identified communities by 15% by 2029.														
Programme: Poverty Reduction & Livelihood Empowerment Programme														
43	Facilitate the registration of 100 vulnerable persons onto the NHIS	10 priority communities	X	X				20,000				X	SWCD	MPCU; Area Councils
44	Provide targeted livelihood grants to 100 ultra-poor	10 priority communities		X	X			100,000				X	SWCD	LEAP Secretariat; NGOs

	households (start-up capital & inputs)													
45	Link beneficiaries to existing social protection and labour programmes (LEAP, public works)	Municipal-wide			X	X			10,000			X	SWCD	LEAP Secretariat; Works Dept
Objective: Improve functionality of public WASH facilities from 60% to 90% by 2029.														
Programme: WASH Facility Management & Sustainability Programme														
46	Enforce hygiene and sanitation compliance in public facilities through routine inspections	Municipal-wide			X	X			10,000			X	Environmental Health	NADMO; ISD
47	Organize national sanitation days (monthly clean-up exercises) in market and open places	Municipal-wide	X	X	X	X		60,000				X	Environmental Health	NADMO; ISD
48	Procure sanitary equipment and PPEs for sanitation workers	Municipal-wide	X		X			80,000				X	Environmental Health	CA
49	Sensitize communities on WASH via media, community durbars, etc	Municipal-wide	X	X	X	X		6,000				X	Environmental Health	MWST, ISD
50	Organize health and environmental education on noise/air pollution and climate change	Municipal-wide	X	X	X	X		10,000				X	Environmental Health	MPCU; NGOs
51	Conduct food screening and medical examination of food vendors	Municipal-wide			X				20,000			X	Environmental Health	Health Directorate; ISD
Objective: Increase household access to improved toilets from 34% to 60% by 2029.														
Programme: Sanitation & Toilet Access Expansion Programme														

52	Construct 2 No. 12 Seater WC toilet facilities	Obuasi and Dome-Aboasu		X	X			2,500,000				X	Works Dept;	CA
53	Facilitate the completion of abandoned GH First Toilet Projects	All Zonal Councils		X		X				50,000	X		Works Dept;	Environmental Health; Traditional Authorities
54	Support construction of school latrines in communities with sanitation deficits (Phase 1)	Selected communities			X			150,000				X	Works Dept	GES
Objective: Increase potable water coverage from 72% to 90% by 2029.														
Programme: Municipal Water Access Improvement Programme														
55	Drill and mechanize 10 new boreholes in water-stressed communities	Selected communities	X	X	X			1,000,000				X	Works Dept	GWCL; MWST; NGOs
56	Rehabilitate existing broken-down boreholes and hand pumps	Municipal-wide	X		X			100,000				X	Works Dept	Area Councils
57	Conduct water-quality testing and safety monitoring quarterly	Municipal-wide	X	X	X	X			40,000			X	Environmental Health	Works Dept; GWCL
Objective: Increase solid waste collection coverage from 55% to 85% by 2029.														
Programme: Integrated Municipal Waste Management Programme														
58	Procure refuse skip containers for underserved communities	Municipal-wide	X	X				600,000				X	Environmental Health	Works Dept
59	Maintain final disposal sites	Asikaman & Bonsua		X	X			60,000				X	Environmental Health	CA; NADMO
60	Evacuate refuse dump	Selected community	X	X				15,000				X	Environmental Health	Works Dept
61	Undertake fumigation (disinfection and disinfestation) of markets, schools, dumpsites, etc	Municipal-wide		X		X			40,000			X	Environmental Health	Private Contractors

62	Support and monitor waste management activities and environmental service providers	Municipal-wide	X	X	X	X		20,000			X	Environmental Health	Zoomlion GH
63	Intensify public sensitization on waste segregation and clean environment							10,000			X	Environmental Health	Zoomlion GH
Objective: Reduce reported child abuse cases by 20% and strengthen child protection systems in all area councils by 2029.													
Programme: Child Protection & Family Support Programme													
64	Conduct community sensitization on child rights, child labour, and gender-based violence	All 4 Zonal Councils	X	X				50,000			X	SWCD	ISD; Traditional Authorities
65	Monitor day care centers and manage child protection and family welfare cases	Municipal-wide				X		10,000			X	SWCD	MPCU; DOVVSU
66	Provide psychosocial support and follow-up services for affected children	Municipal-wide		X		X		20,000			X	SWCD	Health Directorate; NGOs
Objective: Increase enrolment in LEAP and complementary livelihood activities by 25% by 2029.													
Programme: Social Protection Expansion & Inclusion Programme													
67	Facilitate access to complementary services (health insurance renewal, education support)	Municipal-wide		X		X		15,000			X	SWCD	NHIS; GES
68	Provide livelihood empowerment (apprenticeship, petty trading support) to LEAP households	Selected communities		X	X			80,000			X	SWCD	BRC; NGOs
69	Support LEAP beneficiaries with financial literacy and	Priority communities			X			10,000			X	SWCD	Cooperatives Dept

	savings group formation													
	Objective: Reduce recorded incidents of illegal logging and unauthorized sand winning by 60% and restore 50 ha of degraded riparian buffer zones by 2029.													
	Programme: Natural Resource Management & Alternative Livelihoods Programme													
70	Organize tree planting and restoration of 10 ha degraded lands (Phase 1)	Selected communities	X		X			50,000			X		Forestry Commission	Schools; ISD; NGOs
71	Train 100 youth and farmers in alternative livelihoods (beekeeping, mushroom production, bamboo crafts)	Municipal-wide		X		X			30,000		X		Agriculture Dept	Forestry Commission; BAC
72	Conduct enforcement operations against illegal logging and sand winning	Forest fringe communities			X	X				40,000		X	Forestry Commission	Police; NADMO; Traditional Council
	Objective: Develop and implement community adaptation plans in 6 hotspot communities; reduce flood-related household losses by 50% by 2029.													
	Programme: Climate Resilience & DRR Implementation Programme													
73	Train community volunteers in flood early-warning systems and first response	Municipal-wide	X		X				15,000		X		NADMO	Health Directorate; ISD
74	Desilt and clear choked drains as part of pre-rainy season readiness	Offinso, Abofour, Namong		X				60,000			X		Works Dept	NADMO; Environmental Health
75	Conduct awareness campaigns on flood preparedness and climate change adaptation	All 4 Zonal Councils			X	X			10,000		X		NADMO	MPCU;
	Objective: Rehabilitate/upgrade 80 km of priority urban and feeder roads and maintain an additional 100 km through routine maintenance by 2029.													
	Programme: Municipal Roads Rehabilitation & Maintenance Programme													
76	Conduct assessment and prioritization of	Municipal-wide	X	X				40,000			X		Urban Roads	Feeder Roads; Works Dept;

	urban and feeder roads for 2028 works													Ghana Highways
77	Grading and reshaping of selected feeder roads (100 km)	Municipal – wide		X	X		300,000	150,000	100,000		X		Works Dept	Feeder Roads
78	Spot improvement and filling of potholes on key urban roads	Offinso urban roads	X		X			80,000	50,000		X		Works Dept	Urban Roads Dept
79	Routine maintenance: clearing road shoulders, culvert cleaning, vegetation control	Municipal-wide		X	X	X			50,000		X		Works Dept	NADMO; Environmental Health
Objective: Construct or rehabilitate 10 km of primary drains in Offinso Township, Abofour and Namong and desilt secondary drains in 12 communities by 2029.														
Programme: Urban Drainage & Flood Management Project														
80	Construct culverts and small bridges at critical road sections	Selected communities			X			200,000			X		Works Dept	Feeder Roads; Urban Roads
81	Desilt secondary drains in 12 communities before rainy season	Municipal-wide		X	X				20,000	80,000	X		Works Dept	NADMO; Area Councils
82	Engage communities in drain maintenance education and clean-up activities	All 4 Zonal Councils			X	X			15,000		X		ISD	Environmental Health; NADMO
Objective: Establish routine maintenance schedules and financing; achieve 90% functionality for core public assets (schools, health, water points, markets) by 2029.														
Programme: Asset Maintenance & O&M Strengthening Programme														
83	Develop municipal asset maintenance schedule and O&M plan	Municipal-wide		X	X			20,000			X		MPCU	Works Dept; Finance
84	Carry out routine maintenance of school facilities, market structures, water and sanitation facilities	Municipal-Wide	X	X	X	X		80,000	50,000	200,000		X	Works Dept	GES
85	Train asset managers and facility caretakers	Municipal-wide			X	X			15,000		X		Works Dept	ISD; MPCU

	in preventive maintenance													
Objective: Install 500 energy-efficient streetlights and standardise road signage on major corridors by 2029														
Programme: Urban Lighting & Road Safety Programme														
86	Monitor functionality of streetlights and signage quarterly	Municipal-wide				X			5,000			X	MPCU	Works Dept; ECG
87	Install streetlights along major roads and hotspots	Offinso, Abofour, Namong		X	X			80,000			X		Works Dept	ECG
88	Conduct public sensitization on road safety and safe pedestrian behaviour	All 4 Zonal Councils			X	X		15,000			X		ISD	Police; Urban Roads
Objective: Extend grid or off-grid solutions to achieve 95% household electrification in new development zones and reduce outage frequency by 30% by 2029.														
Programme: Energy Access & Efficiency Initiative														
89	Promote adoption of energy-efficient appliances and safe wiring	All 4 Zonal Councils		X		X		20,000			X		ISD	ECG
90	Extend electricity network to new settlement areas (Phase 1)	Offinso & Abofour		X	X			300,000			X		ECG	Works Dept
91	Monitor electrification progress and report on outage reductions	Municipal-wide				X		5,000				X	MPCU	ECG; Works Dept
Objective: Achieve 100% processing of building permit applications within statutory timelines and reduce unauthorized developments by 60% by 2029.														
Programme: Development Control & Planning Strengthening Programme														
92	Conduct public sensitization on building permit processes and requirements	All 4 Zonal Councils	X	X				50,000				X	Physical Planning Dept	ISD; Works Dept
93	Update street names and property addresses	Municipal-wide	X	X	X	X		45,000				X	Physical Planning Dept	MPCU; Traditional Authorities

94	Prepare 3No. base maps and layouts for development planning	Ayensua Kokoo; Ayensua Fufuo; & Osuakoo	X	X	X	X		90,000			X		Physical Planning Dept	MPCU
95	Revise 3 No. planning schemes	Obuasi, Ampabame & Maase		X	X	X			50,000		X		Physical Planning Dept	HR Dept; MPCU
96	Organize 12 monthly TSC and SPC meetings	Administration	X	X	X	X		90,000				X	Physical Planning	Works Dept; SPC
97	Strengthen enforcement operations against unauthorized developments	Municipal-wide		X	X				30,000		X		Works Dept	Physical Planning; Police
Objective: Increase compliance inspections to cover 90% of high-risk activities and reduce pollution incidents by 50% by 2029.														
Programme: Environmental Compliance & Monitoring Programme														
98	Conduct environmental inspections for high-risk businesses (mechanic shops, mills, filling stations)	Municipal-wide	X	X					20,000		X		Environmental Health	EPA; ISD
99	Enforce sanitation and environmental by-laws through regular monitoring	All 4 Zonal Councils		X	X	X		70,000				X	Environmental Health	NADMO; Police
100	Prosecute repeated environmental offenders in collaboration with enforcement agencies	Municipal-wide			X				30,000		X		Environmental Health	Police; EPA
Objective: Operationalise and resource all 4 Zonal Councils to achieve at least 80% functionality by 2029.														
Programme: Sub-District Governance Strengthening Programme														
101	Provide office equipment (computers, printers, furniture) to Zonal Councils	All 4 Zonal Councils		X	X			150,000			X		Central Administration	Finance Dept

102	Facilitate monthly zonal council meetings and reporting activities	All 4 Zonal Councils	X	X	X	X		50,000			X	Area Councils	Central Administration
Objective: Achieve 100% compliance with participatory planning/budget requirements and increase citizen participation satisfaction by 30% by 2029.													
Programme: Participatory Planning & Social Accountability Programme													
103	Organize town hall meetings and public hearings	Offinso, Abofour, Namong,		X	X			15,000		X		ISD	MPCU; Finance Dept
104	Facilitate the preparation of the 2029 Annual Action Plan, Composite Budget & Procurement Plan	Municipal-wide			X	X		100,000		X		MPCU	Budget Unit; Procurement Unit
Objective: Provide adequate logistics (vehicles, ICT equipment, tools) to at least 10 key departments, improving service delivery turnaround time by 40% by 2029.													
Programme: Institutional Logistics & Service Delivery Improvement Programme													
105	Procure ICT equipment (computers, printers, UPS) for key departments	Central Admin, Finance, Planning, SWCD,		X	X			200,000		X		Central Administration	Finance Dept; IT Unit
106	Procure office furniture and essential tools for service delivery enhancement	All 10 priority departments	X		X			100,000		X		Central Administration	Works Dept
Objective: Reduce the number of active chieftaincy disputes by 50% and strengthen ADR mechanisms in all traditional areas by 2029.													
Programme: Peacebuilding & Traditional Governance Harmony Programme													
107	Monitor progress of dispute resolution and report quarterly	Municipal-wide				X		10,000			X	MPCU	Traditional Council
Objective: Reduce drug abuse-related incidents by 40% and strengthen enforcement and rehabilitation support systems by 2029.													
Programme: Municipal Drug Abuse Prevention & Community Safety Programme													
108	Provide referral and counselling support services for identified drug users	Municipal-wide			X	X		15,000		X		Health Directorate	SWCD; NGOs
109	Monitor drug abuse incidence trends and	Municipal-wide				X		10,000			X	MPCU	Police; Health Directorate

	update municipal safety database													
Objective: Establish functional early warning and response systems in all 4 zonal councils and reduce disaster impacts by 30% by 2029.														
Programme: Early Warning & Emergency Preparedness Programme														
110	Train 100 community volunteers in early warning, evacuation and basic first aid	Municipal-wide	X		X			25,000			X		NADMO	Health Directorate; Red Cross
111	Public sensitization on emergency preparedness and community response actions	All 4 Zonal Councils			X	X		15,000			X		ISD	NADMO; Traditional Authorities
Objective: Reduce human-induced disasters by 50% through improved enforcement and community action by 2029.														
Programme: Human-Induced Disaster Prevention & Enforcement Programme														
112	Conduct inspections of high-risk public facilities (markets, fuel stations, schools)	Offinso, Abofour		X		X		10,000			X		Environmental Health	Fire Service; Police
113	Quarterly monitoring and reporting of human-induced disaster trends	Municipal-wide				X		5,000				X	MPCU	NADMO; Fire Service
Objective: Equip NADMO with essential logistics and train 100 volunteers for rapid response by 2029.														
Programme: Municipal Disaster Response & Risk Reduction Programme														
114	Procure essential disaster response logistics (raincoats, boots, helmets, stretchers, megaphones, fire beaters, etc.)	NADMO Office	X	X				120,000			X		NADMO	Central Administration
115	Monitor and evaluate disaster response activities; document incidents quarterly	Municipal-wide				X		5,000				X	MPCU	NADMO
Objective: Improve cash flow planning and reduce programme delays by 30% by 2029.														
Programme: Fiscal Management & Cash Flow Improvement Programme														

116	Conduct annual cash flow analysis to guide expenditure planning	Municipal-wide	X	X				20,000		X		Finance Department	Budget Unit; MPCU
117	Develop quarterly budget performance & cash flow monitoring templates	Central Administration	X		X			15,000		X		Budget Unit	Finance
Objective: Achieve 90% MPCU participation compliance and implement at least 6 cross-sectoral initiatives by 2029.													
Programme: Inter-Sectoral Planning & Coordination Programme													
118	Conduct quarterly MPCU meetings to strengthen inter-sectoral planning	Central Administration	X	X	X	X		20,000		X		MPCU	All Departments
Objective: Achieve 100% compliance with M&E reporting standards and publish annual municipal performance reports by 2029.													
Programme: Results-Based Monitoring & Data Systems Programme													
119	Conduct quarterly monitoring of development projects and programmes	Municipal-wide	X	X	X	X		25,000		X		MPCU	Works; Finance; Sector Departments
120	Conduct mid-year and annual performance review sessions	Central Administration			X	X		20,000		X		MPCU	All Departments
121	Prepare and publish the 2026 Annual Municipal Performance Report	Municipal-wide				X		15,000		X		MPCU	ISD
Objective: Fill at least 60% of critical staff gaps and train 200 staff in priority areas by 2029.													
Programme: Human Resource Development & Capacity-Building Programme													
122	Train Area Council members and community representatives in participatory planning	Municipal-wide	X		X			20,000		X		MPCU	HR Dept; ISD
123	Implement staff performance appraisal and professional development plans	Central Administration			X	X		10,000		X		HR Dept	All Departments
124	Monitor HR development	Municipal-wide				X		8,000			X	HR Dept	MPCU

	initiatives and update staff training database														
	Objective: Establish 2 active international partnerships (e.g., sister-city, development agencies, diaspora groups) and mobilise at least GHS 2 million in external support by 2029.														
	Programme: Municipal International Partnerships & Diaspora Engagement Programme														
125	Organize annual Municipal Investment & Partnerships Forum targeting diaspora and development partners	Offinso			X				80,000			X		Central Administration	ISD; Private Sector; RCC
	Objective: Secure at least 3 technical assistance missions from development partners or international NGOs by 2029.														
	Programme: International Technical Assistance & Capacity Support Programme														
126	Facilitate at least one technical support mission (urban planning, WASH, digital governance, etc.)	Offinso Municipality		X	X				40,000			X		MPCU	Works Dept; Planning; ISD
	Objective: Participate annually in at least two national/international local government platforms (UCLG, C40 sub-national sessions, GGLN, etc.) by 2029.														
	Programme: Municipal Visibility & Knowledge Exchange Programme														
127	Strengthen municipal social media, website and digital platforms for visibility	Central Administration	X	X		X			30,000			X		ISD	IT Unit; Central Administration
	Objective: Create a functional Municipal International Relations Desk by 2026 and ensure annual reporting on cooperation outcomes by 2029.														
	Programme: International Relations Coordination & Governance Programme														
128	Prepare and maintain a database of international partners and cooperation initiatives	Central Administration		X		X			15,000			X		MPCU	ISD

Source: MPCU, OMA, 2025

Table 37: 2029 Composite Annual Action Plan

	Projects / Activities	Location	Time Frame				Cost				Project Status		Implementing Institution/ Department	
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	New	Ongoing	Lead	Collaborating
Objective: Increase IGF by 50% over the 2025 baseline and achieve 90% timely financial reporting by 2029.														
Programme: Local Revenue Reform & Financial Accountability Programme														
1	Update revenue database and implement RIAP	Municipal-wide	X	X				100,000	50,000		X		Finance Dept	Physical Planning, ISD
2	Deploy electronic IGF collection system (POS terminals + software upgrades)	Abofour market	X	X	X	X			80,000		X		Finance Dept	HR, ISD
3	Intensify ratepayer sensitization on fees, fines, and property rates (radio & community meetings)	All Area Councils	X	X	X	X		15,000	20,000			X	ISD	Finance, Area Councils
4	Quarterly internal audit of IGF mobilization & expenditure	Municipal-wide	X	X	X	X				10,000		X	Internal Audit	Finance Dept
Objective: Formalise and strengthen 600 MSMEs; increase average MSME revenues by 30% by 2029.														
Programme: MSME Capacity Development & Incubation Programme														
5	Register and formalize Businesses/ORC/FDA	Municipal-wide	X	X				40,000			X		Business Advisory Centre (BAC)	Trade & Industry, ISD, GRA
6	Facilitate access to credit/grant for 50 MSMEs	Samproso, Kokote & Abofour	X	X				35,000	25,000		X		BRC	NBSSI/GEA, ISD
7	Facilitate NVTI Examination, and training for Local Business Associations	Offinso, Kayera, Abofour, Koforidua & Namong	X		X			25,000	20,000		X		BRC	MIS Unit
8	Organize stakeholders' forum on LED activities	Offinso Township & Abofour			X	X		20,000	10,000			X	BRC	ISD, Local Media
Objective: Upgrade 2 major markets and increase market IGF by 40% by 2029.														

Programme: Market Modernisation & Clean Markets Initiative														
9	Facilitate the construction of 24hr model market and lorry terminal at Abofour	Abofour	X	X	X	X		50,000	10,000	5,000,000 (PPP)	X		Works Dept	BRC, Market Associations
11	Repair and desilt market drains to reduce flooding and improve hygiene	Offinso & Abofour Markets	X	X	X			50,000				X	Works Dept	NADMO, Environmental Health
12	Construct/rehabilitate market sanitary facilities (public toilets)	Namong Market		X	X			100,000			X		Works Dept	Environmental Health
Objective: Reduce average cost of key inputs by 20% for 5,000 farmers through collective procurement and support schemes by 2029.														
Programme: Farmer Input Support & Aggregation Programme														
13	Organize weekly market survey	Abofour		X	X			8,000			X		Agriculture Dept	Statistics Dept.
14	Celebrate National Farmers Day	Municipal-wide				X		350,000			X		Agriculture Dept	MoFA, CA
15	Sensitize farmers on scouting and control of pests and diseases (FAW)	Municipal-wide	X		X		8,000				X		Agriculture Dept	Farmer Groups
16	Establish tree crop nursery for some selected farmers	Municipal-wide	X		X			15,000			X		Agriculture Dept	Works Dept, Farmer Groups
17	Organize study tour for AEAs and selected farmers on climate smart agriculture	Kumasi	X	X				7,500			X		Agriculture Dept	EPA, MoFA Extension
18	Organize farmer radio school on FEED GH, Broiler project; FSRP, etc	Municipal-wide		X	X			15,000			X		Agriculture Dept	Cooperatives Dept
19	Train 100 livestock and crop farmers on record keeping	Municipal-wide			X			30,000				X	Agriculture Dept	BRC, SWCD
20	Strengthen FBOs and farmers in credit	Municipal-wide			X	X		80,000				X	Agriculture Dept	BRC, SWCD

	sourcing, price negotiations and producer-marketer linkages													
	Monitor and supervise agric development activities	Municipal-wide	X	X	X	X		30,000				X	Agriculture Dept	BRC, SWCD
Objective: Establish 2 agro-processing centres and support 150 farmers/processors to adopt value-addition technologies by 2029.														
Programme: Agro-Processing & Value-Chain Development Initiative														
22	Support 50 processors with improved processing equipment (graters, dryers, sealers)	OMA-wide	X	X				60,000				X	Agriculture Dept	BAC, NGOs
23	Monitor the adoption and performance of improved processing technologies	Municipal-wide				X		20,000				X	Agriculture Dept	MPCU
Objective: Upgrade facilities at 1–2 priority tourism sites and support 10 tourism MSMEs by 2029.														
Programme: Local Tourism Development & Heritage Promotion Project														
24	Organize municipal tourism promotion events and media campaigns	Offinso Municipal Area			X	X		20,000				X	Tourism Dept,	Traditional Council, ISD
Objective: Reduce youth unemployment by 20% and support 1,000 youth with skills, internships, or start-up support by 2029.														
Programme: Youth Employment & Skills Development Programme														
26	Provide start-up toolkits to 100 trained youth (sewing machines, welding kits, barbering sets)	Municipal-wide		X		X		250,000				X	BRC	Social Welfare, NYA
28	Monitor the employment outcomes of beneficiaries and update skills database	Municipal-wide				X		5,000				X	BRC	MPCU
Objective: Provide 10 new classrooms, rehabilitate 8, and eliminate schools under trees in all circuits by 2029.														
Programme: Education Infrastructure Expansion Programme														

29	Construct 1 No. 3 Unit JHS Block with ancillary facilities	Bonsua	X	X				750,000				X	Education Dept	Works, CA
30	Construct 1 No. 6 Unit Classroom Block with ancillary facilities	Odeso	X	X				1,300,000				X	Education Dept	Works Dept, Traditional Authorities
31	Construct 1 No. 2 Unit KG Block with ancillary facilities	Maase-Mpehi	X	X				540,000				X	Education Dept	Works Dept, Traditional Authorities
32	Rehabilitate dilapidated classroom blocks (roofing, flooring, windows)	Municipal-Wide	X	X	X	X		120,000				X	Education Dept	Works Dept
33	Supply dual and mono desks, teachers' furniture, and learning materials	All Circuits	X	X				5,500,000			X		CA	Works Dept,
34	Organize quarterly municipal education oversight committee (MEOC) meetings	Municipal-wide	X	X	X	X		12,000				X	Education Dept	Admin. Unit
Objective: Equip all CHPS zones and construct 2 new facilities in underserved communities by 2029.														
Programme: Primary Healthcare Strengthening Programme														
35	Construct 2 No. CHPS	Kyebi and Kayera	X	X				3,500,000				X	Works Dept	Health Directorate; CA
36	Undertake outreach services & community health promotion campaigns	All 4 Zonal Councils	X		X	X			30,000		X		Health Directorate	ISD
37	Provide logistics (motorbikes, kits) for CHPS staff	Municipal-wide		X		X		120,000			X		Health Directorate	CA
38	Supply medical equipment: beds, delivery sets, BP monitors, fridges	Selected CHPS Zones/Health Centers	X	X				80,000			X		Health Directorate	CA
39	Organize child health promotion week	All 4 Zonal Councils	X		X	X			30,000		X		Health Directorate	ISD

40	Undertake education on EPI at all community information centers	Municipal-wide		X		X		120,000			X		Health Directorate	BAC
41	Organize quarterly health committee meetings	Municipal-wide	X	X	X	X		12,000				X	Health Directorate	CA
Objective: Reduce new HIV infections among youth by 30% by 2029.														
Programme: Youth HIV Prevention & SRH Programme														
42	Monitor uptake of youth-targeted SRH services	Municipal-wide				X		5,000				X	Health Directorate	MPCU
Objective: Reduce multi-dimensional poverty levels in at least 10 identified communities by 15% by 2029.														
Programme: Poverty Reduction & Livelihood Empowerment Programme														
43	Facilitate the registration of 100 vulnerable persons onto the NHIS	10 priority communities	X	X				20,000			X		SWCD	MPCU; Area Councils
44	Provide targeted livelihood grants to 100 ultra-poor households (start-up capital & inputs)	10 priority communities		X	X			100,000			X		SWCD	LEAP Secretariat; NGOs
45	Link beneficiaries to existing social protection and labour programmes (LEAP, public works)	Municipal-wide			X	X		5,000				X	SWCD	LEAP Secretariat; Works Dept
Objective: Improve functionality of public WASH facilities from 60% to 90% by 2029.														
Programme: WASH Facility Management & Sustainability Programme														
46	Train toilet operators and caretakers on WASH facility management and user-fee administration	All 4 Zonal Councils	X		X			10,000			X		Environmental Health	ISD; SWCD
47	Organize national sanitation days (monthly clean-up exercises) in market and open places	Municipal-wide	X	X	X	X		60,000				X	Environmental Health	NADMO; ISD

48	Procure sanitary equipment and PPEs for workers	Municipal-wide	X		X			80,000				X	Environmental Health	CA
49	Sensitize communities on WASH via media, community durbars, etc	Municipal-wide	X	X	X	X		6,000				X	Environmental Health	MWST, ISD
50	Organize health and environmental education on noise/air pollution and climate change	Municipal-wide	X	X	X	X		10,000				X	Environmental Health	MPCU; NGOs
51	Conduct food screening and medical examination of food vendors	Municipal-wide			X				20,000			X	Environmental Health	Health Directorate; ISD
	Objective: Increase household access to improved toilets from 34% to 60% by 2029.													
	Programme: Sanitation & Toilet Access Expansion Programme													
52	Construct 2 No. 12 Seater WC toilet facilities	Selected communities		X	X			2,500,000				X	Works Dept;	CA
53	Facilitate the completion of abandoned GH First Toilet Projects	All Zonal Councils		X		X			50,000	X			Works Dept;	Environmental Health; Traditional Authorities
54	Support construction of school latrines in communities with sanitation deficits (Phase 2)	Selected communities			X			150,000			X		Works Dept	GES
	Monitor household toilet coverage improvements and update sanitation database quarterly	Municipal-wide				X			5,000			X	Environmental Health	MPCU
	Objective: Increase potable water coverage from 72% to 90% by 2029.													
	Programme: Municipal Water Access Improvement Programme													
55	Drill and mechanize 10 new boreholes in	Selected communities	X	X	X			1,000,000			X		Works Dept	GWCL; MWST; NGOs

	water-stressed communities													
56	Rehabilitate existing broken-down boreholes and hand pumps	Municipal-wide	X		X			100,000			X		Works Dept	Area Councils
	Community sensitization on water conservation and safe storage	All 4 Zonal Councils			X	X			8,000		X		ISD	Environmental Health
	Objective: Increase solid waste collection coverage from 55% to 85% by 2029.													
	Programme: Integrated Municipal Waste Management Programme													
58	Procure refuse skip containers for underserved communities	Municipal-wide	X	X				600,000			X		Environmental Health	Works Dept
59	Maintain final disposal sites	Asikaman & Bonsua		X	X			60,000				X	Environmental Health	CA; NADMO
60	Evacuate refuse dump	Selected community	X	X				15,000			X		Environmental Health	Works Dept
61	Undertake fumigation (disinfection and disinfestation) of markets, schools, dumpsites, etc	Municipal-wide		X		X			40,000			X	Environmental Health	Private Contractors
62	Monitor waste collection coverage and service improvement quarterly	Municipal-wide				X		5,000				X	Environmental Health	MPCU
	Objective: Reduce reported child abuse cases by 20% and strengthen child protection systems in all area councils by 2029.													
	Programme: Child Protection & Family Support Programme													
64	Conduct community sensitization on child rights, child labour, and gender based violence	All 4 Zonal Councils	X	X				50,000			X		SWCD	ISD; Traditional Authorities
65	Monitor day care centers and manage	Municipal-wide				X		10,000				X	SWCD	MPCU; DOVVSU

	child protection and family welfare cases														
66	Conduct school outreach on child safety, bullying, and abuse reporting pathways	All Circuits			X	X			8,000			X		GES	SWCD; ISD
Objective: Increase enrolment in LEAP and complementary livelihood activities by 25% by 2029.															
Programme: Social Protection Expansion & Inclusion Programme															
67	Facilitate access to complementary services (health insurance renewal, education support)	Municipal-wide		X		X			15,000			X		SWCD	NHIS; GES
68	Provide livelihood empowerment (apprenticeship, petty trading support) to LEAP households	Selected communities		X	X			80,000				X		SWCD	BRC; NGOs
69	Monitor LEAP enrolment trends and household welfare improvements	Municipal-wide				X		5,000					X	SWCD	MPCU
Objective: Reduce recorded incidents of illegal logging and unauthorized sand winning by 60% and restore 50 ha of degraded riparian buffer zones by 2029.															
Programme: Natural Resource Management & Alternative Livelihoods Programme															
70	Organize tree planting and restoration of 10 ha degraded lands (Phase 2)	Selected communities	X		X			50,000				X		Forestry Commission	Schools; ISD; NGOs
71	Conduct baseline assessment of degraded forest and riparian areas	Municipal-wide	X	X				25,000				X		Forestry Commission	MPCU; Environmental Health
72	Monitor reforestation progress and environmental compliance quarterly	Municipal-wide	X	X	X	X				15,000			X	MPCU	Forestry Commission
Objective: Develop and implement community adaptation plans in 6 hotspot communities; reduce flood-related household losses by 50% by 2029.															
Programme: Climate Resilience & DRR Implementation Programme															

73	Train community volunteers in flood early-warning systems and first response	Municipal-wide	X		X				15,000		X		NADMO	Health Directorate; ISD
74	Desilt and clear choked drains as part of pre-rainy season readiness	Offinso, Abofour, Namong		X				60,000			X		Works Dept	NADMO; Environmental Health
75	Conduct awareness campaigns on flood preparedness and climate change adaptation	All 4 Zonal Councils			X	X			10,000		X		NADMO	MPCU;
Objective: Rehabilitate/upgrade 80 km of priority urban and feeder roads and maintain an additional 100 km through routine maintenance by 2029.														
Programme: Municipal Roads Rehabilitation & Maintenance Programme														
76	Conduct assessment and prioritization of urban and feeder roads for 2029 works	Municipal-wide	X	X				50,000			X		Urban Roads	Feeder Roads; Works Dept; Ghana Highways
77	Grading and reshaping of selected feeder roads (100 km)	Municipal – wide		X	X		400,000	250,000	200,000		X		Works Dept	Feeder Roads
78	Spot improvement and filling of potholes on key urban roads	Offinso urban roads	X		X			100,000	70,000		X		Works Dept	Urban Roads Dept
79	Routine maintenance: clearing road shoulders, culvert cleaning, vegetation control	Municipal-wide		X	X	X			60,000		X		Works Dept	NADMO; Environmental Health
	Monitor road rehabilitation and maintenance progress quarterly	Municipal-wide	X	X	X	X			100,000			X	MPCU	Works Dept
Objective: Construct or rehabilitate 10 km of primary drains in Offinso Township, Abofour and Namong and desilt secondary drains in 12 communities by 2029.														
Programme: Urban Drainage & Flood Management Project														
	Conduct hydrological assessment and mapping of major drainage channels	Offinso, Abofour, Namong	X	X				30,000			X		Works Dept	NADMO; MPCU

80	Construct culverts and small bridges at critical road sections	Selected communities			X			200,000			X		Works Dept	Feeder Roads; Urban Roads
81	Desilt secondary drains in 12 communities before rainy season	Municipal-wide		X	X				20,000	80,000	X		Works Dept	NADMO; Area Councils
82	Monitor drainage works and update municipal flood-risk records	Municipal-wide				X		5,000				X	MPCU	Works Dept; NADMO
Objective: Establish routine maintenance schedules and financing; achieve 90% functionality for core public assets (schools, health, water points, markets) by 2029.														
Programme: Asset Maintenance & O&M Strengthening Programme														
83	Develop municipal asset maintenance schedule and O&M plan	Municipal-wide		X	X			20,000			X		MPCU	Works Dept; Finance
84	Carry out routine maintenance of school facilities, market structures, water and sanitation facilities	Municipal-Wide	X	X	X	X		80,000	50,000	200,000		X	Works Dept	GES
85	Monitor asset functionality and update O&M database quarterly	Municipal-wide				X		60,000				X	MPCU	Works Dept
Objective: Install 500 energy-efficient streetlights and standardise road signage on major corridors by 2029														
Programme: Urban Lighting & Road Safety Programme														
86	Monitor functionality of streetlights and signage quarterly	Municipal-wide				X				10,000		X	MPCU	Works Dept; ECG
87	Install streetlights along major roads and hotspots	Offinso, Abofour, Namong		X	X				80,000		X		Works Dept	ECG
88	Conduct public sensitization on road safety and safe pedestrian behaviour	All 4 Zonal Councils			X	X			15,000		X		ISD	Police; Urban Roads
Objective: Extend grid or off-grid solutions to achieve 95% household electrification in new development zones and reduce outage frequency by 30% by 2029.														
Programme: Energy Access & Efficiency Initiative														

89	Promote adoption of energy-efficient appliances and safe wiring	All 4 Zonal Councils		X		X			20,000		X		ISD	ECG
90	Extend electricity network to new settlement areas (Phase 1)	Offinso & Abofour		X	X			300,000			X		ECG	Works Dept
91	Train local electricians on standard wiring and safety installations	Municipal-wide			X			15,000			X		Works Dept	ECG; BAC
Objective: Achieve 100% processing of building permit applications within statutory timelines and reduce unauthorized developments by 60% by 2029.														
Programme: Development Control & Planning Strengthening Programme														
92	Conduct public sensitization on building permit processes and requirements	All 4 Zonal Councils	X	X				50,000				X	Physical Planning Dept	ISD; Works Dept
93	Update street names and property addresses	Municipal-wide	X	X	X	X		45,000				X	Physical Planning Dept	MPCU; Traditional Authorities
94	Prepare 4 No. base maps and layouts for development planning	Dumasua, Sakam, Nyamebekyere, Asuabena	X	X	X	X		95,000			X		Physical Planning Dept	MPCU
95	Revise 3 No. planning schemes	Mehame, Adukro & Dentin		X	X	X		50,000			X		Physical Planning Dept	HR Dept; MPCU
96	Organize 12 monthly TSC and SPC meetings	Administration	X	X	X	X		90,000				X	Physical Planning	Works Dept; SPC
97	Strengthen enforcement operations against unauthorized developments	Municipal-wide		X	X			30,000			X		Works Dept	Physical Planning; Police
Objective: Increase compliance inspections to cover 90% of high-risk activities and reduce pollution incidents by 50% by 2029.														
Programme: Environmental Compliance & Monitoring Programme														

98	Conduct environmental inspections for high-risk businesses (mechanic shops, mills, filling stations)	Municipal-wide	X	X				20,000		X		Environmental Health	EPA; ISD
99	Enforce sanitation and environmental by-laws through regular monitoring	All 4 Zonal Councils		X	X	X		70,000			X	Environmental Health	NADMO; Police
100	Monitor water and soil quality in industrial and agricultural zones	Samproso & Abofour zones		X		X		30,000		X		Environmental Health	EPA; Works Dept
Objective: Operationalise and resource all 4 Zonal Councils to achieve at least 80% functionality by 2029.													
Programme: Sub-District Governance Strengthening Programme													
101	Provide office equipment (computers, printers, furniture) to Zonal Councils	All 4 Zonal Councils		X	X			150,000		X		Central Administration	Finance Dept
	Strengthen revenue mobilization at zonal level through local fee collection training	All 4 Zonal Councils		X		X		20,000		X		Finance Dept	Central Administration; ISD
102	Facilitate monthly zonal council meetings and reporting activities	All 4 Zonal Councils	X	X	X	X		40,000			X	Area Councils	Central Administration
Objective: Achieve 100% compliance with participatory planning/budget requirements and increase citizen participation satisfaction by 30% by 2029.													
Programme: Participatory Planning & Social Accountability Programme													
103	Organize town hall meetings on the annual plan & budget	Offinso, Abofour, Namong,		X	X			15,000		X		ISD	MPCU; Finance Dept
104	Facilitate the preparation of the 2030 Annual Action Plan, Composite Budget & Procurement Plan	Municipal-wide			X	X		100,000		X		MPCU	Budget Unit; Procurement Unit

	Objective: Provide adequate logistics (vehicles, ICT equipment, tools) to at least 10 key departments, improving service delivery turnaround time by 40% by 2029.														
	Programme: Institutional Logistics & Service Delivery Improvement Programme														
105	Conduct logistics and service delivery needs assessment across departments	Municipal-wide	X	X				25,000				X		Central Administration	MPCU
106	Procure office furniture and essential tools for service delivery enhancement	All 10 priority departments	X		X			100,000				X		Central Administration	Works Dept
	Objective: Reduce the number of active chieftaincy disputes by 50% and strengthen ADR mechanisms in all traditional areas by 2029.														
	Programme: Peacebuilding & Traditional Governance Harmony Programme														
107	Conduct mapping and documentation of all active and latent chieftaincy disputes	Traditional areas across OMA	X	X				20,000				X		Traditional Council Secretariat	MPCU; ISD
	Objective: Reduce drug abuse-related incidents by 40% and strengthen enforcement and rehabilitation support systems by 2029.														
	Programme: Municipal Drug Abuse Prevention & Community Safety Programme														
108	Provide referral and counselling support services for identified drug users	Municipal-wide			X	X			15,000			X		Health Directorate	SWCD; NGOs
109	Conduct community sensitization on drug abuse prevention and harmful effects	All 4 Zonal Councils	X	X				35,000				X		ISD	Health Directorate; Police; NACOC
	Objective: Establish functional early warning and response systems in all 4 zonal councils and reduce disaster impacts by 30% by 2029.														
	Programme: Early Warning & Emergency Preparedness Programme														
110	Monitor effectiveness of early warning systems and document response outcomes	Municipal-wide				X				8,000			X	MPCU	NADMO
111	Public sensitization on emergency preparedness and community response actions	All 4 Zonal Councils			X	X			15,000				X	ISD	NADMO; Traditional Authorities
	Objective: Reduce human-induced disasters by 50% through improved enforcement and community action by 2029.														
	Programme: Human-Induced Disaster Prevention & Enforcement Programme														

112	Conduct inspections of high-risk public facilities (markets, fuel stations, schools)	Offinso, Abofour		X		X			10,000		X		Environmental Health	Fire Service; Police
113	Quarterly monitoring and reporting of human-induced disaster trends	Municipal-wide				X			30,000			X	MPCU	NADMO; Fire Service
Objective: Equip NADMO with essential logistics and train 100 volunteers for rapid response by 2029.														
Programme: Municipal Disaster Response & Risk Reduction Programme														
114	Procure essential disaster response logistics (raincoats, boots, helmets, stretchers, megaphones, fire beaters, etc.)	NADMO Office	X	X					120,000		X		NADMO	Central Administration
115	Conduct simulation exercises for floods, fires, accidents and outbreaks	Offinso & Abofour		X		X			20,000		X		NADMO	Fire Service; Police; Health Directorate
Objective: Improve cash flow planning and reduce programme delays by 30% by 2029.														
Programme: Fiscal Management & Cash Flow Improvement Programme														
116	Conduct annual cash flow analysis to guide expenditure planning	Municipal-wide	X	X					20,000		X		Finance Department	Budget Unit; MPCU
117	Develop quarterly budget performance & cash flow monitoring templates	Central Administration	X			X			15,000		X		Budget Unit	Finance
Objective: Achieve 90% MPCU participation compliance and implement at least 6 cross-sectoral initiatives by 2029.														
Programme: Inter-Sectoral Planning & Coordination Programme														
118	Conduct quarterly MPCU meetings to strengthen inter-sectoral planning	Central Administration	X	X	X	X			20,000		X		MPCU	All Departments
Objective: Achieve 100% compliance with M&E reporting standards and publish annual municipal performance reports by 2029.														
Programme: Results-Based Monitoring & Data Systems Programme														

119	Conduct quarterly monitoring of development projects and programmes	Municipal-wide	X	X	X	X			25,000		X		MPCU	Works; Finance; Sector Departments
120	Conduct mid-year and annual performance review sessions	Central Administration			X	X			20,000		X		MPCU	All Departments
121	Prepare and publish the 2028 Annual Municipal Performance Report	Municipal-wide				X			15,000		X		MPCU	ISD
	Objective: Fill at least 60% of critical staff gaps and train 200 staff in priority areas by 2029.													
	Programme: Human Resource Development & Capacity-Building Programme													
122	Train departmental M&E focal persons on updated national M&E standards and electronic data tools	Central Administration		X		X			18,000		X		MPCU	HR Dept; NDPC; RCC
123	Implement staff performance appraisal and professional development plans	Central Administration			X	X			10,000		X		HR Dept	All Departments
	Objective: Establish 2 active international partnerships (e.g., sister-city, development agencies, diaspora groups) and mobilise at least GHS 2 million in external support by 2029.													
	Programme: Municipal International Partnerships & Diaspora Engagement Programme													
125	Facilitate proposal development for donor-funded projects (urban upgrading, tourism, youth employment, climate action)	Municipal-wide	X		X				35,000		X		MPCU	Works; Agric; SWCD; ISD
	Objective: Secure at least 3 technical assistance missions from development partners or international NGOs by 2029.													
	Programme: International Technical Assistance & Capacity Support Programme													
126	Prepare concept notes and project briefs for donor-funded interventions	Municipal-wide	X		X				20,000		X		MPCU	Works; Agric; Health; ISD
	Objective: Participate annually in at least two national/international local government platforms (UCLG, C40 sub-national sessions, GGLN, etc.) by 2029.													
	Programme: Municipal Visibility & Knowledge Exchange Programme													

127	Strengthen municipal social media, website and digital platforms for visibility	Central Administration	X	X		X			30,000		X		ISD	IT Unit; Central Administration
	Objective: Create a functional Municipal International Relations Desk by 2026 and ensure annual reporting on cooperation outcomes by 2029.													
	Programme: International Relations Coordination & Governance Programme													
128	Develop municipal knowledge products (case studies, briefs, presentations)	Offinso Municipal Assembly	X		X				20,000		X		MPCU	ISD; Departments

Source: MPCU, OMA, 2025

## CHAPTER SEVEN: MONITORING AND EVALUATION ARRANGEMENT

### 7.1 Introduction

This chapter outlines the institutional arrangements and processes that will guide the effective monitoring, evaluation, reporting, and learning throughout the implementation of the Offinso Municipal Assembly’s Medium-Term Development Plan (2026–2029). It presents a summary of stakeholder roles and responsibilities, the monitoring matrix detailing indicators for tracking progress on planned programmes and projects, and the Assembly’s approach to evaluation, including mid-term and terminal assessments as well as Participatory Monitoring and Evaluation (PM&E) mechanisms. The chapter further provides a framework for strengthening knowledge management and learning to support evidence-based decision-making, improve implementation efficiency, and enhance accountability to citizens and development partners. Through these arrangements, the Assembly seeks to ensure systematic tracking of results, timely reporting, continuous learning, and adaptive management across all sectors.

### 7.2 Stakeholder Analysis

Monitoring and Evaluation (M&E) of the Medium-Term Development Plan (MTDP) requires the active involvement of a wide range of stakeholders who contribute information, provide oversight, support implementation, and utilise results for decision-making. These stakeholders include government institutions, decentralised departments, community structures, private sector actors, civil society organisations, and development partners. Each stakeholder has specific interests, roles and responsibilities that collectively ensure an effective, participatory, and results-oriented M&E system. A clear understanding of stakeholder expectations helps the Assembly coordinate data collection, reporting, feedback, and accountability processes. Table 38 provides a summary of the key stakeholders and their roles in the M&E arrangements of the Offinso Municipal Assembly.

Table 38: Stakeholder Analysis Matrix

Stakeholder	Classification	Interest in M&E	Roles & Responsibilities
Offinso Municipal Assembly (General Assembly)	Primary	Ensures accountability and improved development outcomes	Approves M&E reports; provides oversight; uses findings for policymaking
Municipal Planning Coordinating Unit (MPCU)	Primary	Coordination of quality data and timely reporting	Leads M&E processes; compiles quarterly/annual reports; coordinates monitoring visits
Decentralised Departments (Health, Education, Agric, Works, SWCD, etc.)	Primary	Track sector performance and outcomes	Provide administrative data; participate in monitoring; prepare sector reports

Municipal Finance & Budget Units	Primary	Ensure alignment between resources and results	Provide financial data; track expenditures; integrate performance into budgets
Environmental Health & Sanitation Unit	Secondary	Evidence for enforcement and service improvement	Provide environmental data; participate in field monitoring
NADMO	Secondary	Strengthened disaster preparedness and response	Provide disaster data; participate in risk monitoring; support emergency reporting
Zonal Councils & Area Councils	Primary	Improved local accountability and service delivery	Collect community data; support PM&E; mobilize citizens for feedback
Traditional Authorities	Secondary	Promote social cohesion and community development	Provide community intelligence; participate in conflict and development monitoring
Civil Society/NGOs/CBOs	Secondary	Demand accountability and ensure inclusion	Participate in PM&E; provide independent assessments; mobilize community input
Private Sector/Business Associations	Secondary	Improve business environment and service efficiency	Provide feedback; participate in joint monitoring; support data sharing
Development Partners (GIZ, UNICEF, NGOs, etc.)	Key/Tertiary	Ensure effectiveness of supported projects	Provide technical assistance; participate in reviews; support capacity building
Media/Information Services Department (ISD)	Secondary	Promote transparency and public awareness	Disseminate M&E findings; support sensitization and public education
Citizens/Community Members	Primary	Better services and improved livelihoods	Provide feedback; participate in PM&E; report service delivery issues

Source: MPCU, OMA, 2025

### 7.3 Monitoring Matrix

Monitoring of the Medium-Term Development Plan (MTDP) will be guided by a comprehensive monitoring matrix designed to track progress at the output, outcome, and impact levels. The Assembly has formulated indicators that align with the objectives and development programmes contained in the Programme of Action (PoA) and Annual Action Plans (AAPs). The indicators selected meet the “CREAM” criteria - Clear, Relevant, Economic, Adequate, and Monitorable; and provide measurable evidence for assessing performance. Each indicator has clearly defined baselines, annual targets, and disaggregation parameters to facilitate inclusive and accountable monitoring. To ensure the sustainability and accountability of development interventions, the Assembly has developed a structured system for obtaining data, including assigning responsible

institutions and modifying existing administrative data collection tools to meet indicator requirements. Cross-cutting issues such as gender, disability inclusion, environmental sustainability, and governance have also been integrated into the monitoring matrix. Annex 5 shows the Monitoring Matrix that demonstrates the required structure for tracking the MTDP.

## **7.4 Intended Evaluation**

Evaluation is a critical component of the municipal Monitoring and Evaluation (M&E) system. The Offinso Municipal Assembly will conduct evaluations to provide evidence for improved decision-making, ensure accountability, and strengthen the design and implementation of programmes and projects under the Medium-Term Development Plan (2026–2029). The Assembly shall undertake three main types of evaluations during the MTDP period:

### **7.4.1 Ex-Ante Evaluation:**

Conducted before major programmes and capital projects are initiated. This will help assess feasibility, potential risks, social and environmental implications, and alignment with municipal development priorities. Ex-ante assessments will guide resource mobilisation and project design.

### **7.4.2 Mid-Term Evaluation:**

Scheduled for the middle of the plan cycle (2027), this will assess progress toward expected outcomes, efficiency in implementation, challenges encountered, and emerging opportunities. Mid-term evaluation findings will inform plan adjustments, resource reallocation, and improved implementation strategies.

### **7.4.3 Terminal Evaluation:**

Undertaken at the end of the plan period (2029) to assess the overall achievements of the MTDP against set targets. It will examine the relevance, effectiveness, efficiency, sustainability, and impact of implemented programmes, and provide lessons to inform the next Medium-Term Development Plan.

### **7.4.4 Participatory Monitoring and Evaluation (PM&E)**

The Assembly is committed to promoting citizen participation and accountability through the use of Participatory Monitoring and Evaluation (PM&E) approaches. PM&E will ensure that community members and other key stakeholders are directly involved in assessing the performance of development interventions throughout the project cycle. PM&E exercises will be prioritised for interventions with high community impact, social inclusion concerns, or those supported with IGF, DACF, and donor resources. The Assembly will apply the following PM&E tools and techniques:

**Community Score Cards (CSC):** To assess service delivery quality, responsiveness of departments, and user satisfaction.

**Beneficiary Assessments:** To gather direct feedback from target populations on project relevance and impact.

**Public Hearings and Town Hall Meetings:** To share progress, validate findings, and involve citizens in decision-making.

**Participatory Rural Appraisal (PRA) Tools:** Including focus group discussions, mapping, ranking and seasonal calendars for community-level projects.

**Social Audits:** Applied especially to infrastructure projects to ensure transparency and accountability.

The PM&E findings will feed into quarterly and annual performance reviews, budget hearings, and subsequent decision-making processes. All evaluation and PM&E activities will be coordinated by the Municipal Planning Coordinating Unit (MPCU) in collaboration with decentralised departments, Zonal Councils, Traditional Authorities, Civil Society Organisations, and community representatives.

## **7.5 Knowledge Management and Learning Framework**

Effective knowledge management and continuous learning are essential to improving planning, implementation, monitoring, and reporting across the Offinso Municipal Assembly. To enhance institutional performance, strengthen evidence-based decision-making, and ensure sustainability of development interventions, the Assembly will adopt an integrated Knowledge Management and Learning (KML) Framework during the 2026–2029 planning period.

The framework seeks to provide structured approaches for capturing, organising, sharing, and applying knowledge generated from projects, evaluations, stakeholder engagements, community processes, and routine service delivery. It emphasises institutional learning, collaboration, and the use of data-driven systems to improve overall development outcomes. Annex 2 shows the knowledge mapping matrix and competency matrix mapping for learning.

### **Key Components of the KML Framework**

#### **1. Establishment of Communities of Practice (CoPs)**

The Assembly will establish functional CoPs across departments and sectors (e.g., planning, finance, social services, infrastructure, environment). These CoPs will serve as platforms for regular dialogue, reflective learning, peer support, and joint problem-solving among officers working on similar tasks or thematic areas.

#### **2. Knowledge Sharing Platforms**

To enhance internal communication and collaboration, the Assembly will operationalise digital and offline knowledge-sharing platforms, including:

- An internal intranet or shared drive for storing key documents

- WhatsApp/Teams groups for rapid information exchange
- Periodic inter-departmental learning meetings
- Municipal knowledge fairs to showcase innovative practices

These platforms will support timely dissemination of guidelines, reports, best practices, and sector updates.

### **3. Systems for Capturing and Documenting Lessons Learned**

The Assembly will develop structured systems to capture lessons from the implementation of programmes, citizen feedback, PM&E exercises, and evaluations. Key actions include:

- Conducting post-project reviews
- Holding quarterly knowledge exchange sessions
- Documenting case studies and success stories
- Producing annual lessons-learned briefs to inform subsequent planning cycles

This will prevent repetition of mistakes and promote continuous improvement.

### **4. Strengthening Data and Information Management Systems**

To support evidence-based planning and reporting, the Assembly will improve data management systems by:

- Maintaining up-to-date departmental databases
- Enhancing the use of the District Development Data Platform (DDDP)
- Establishing an organised municipal information repository
- Ensuring data interoperability, accuracy, security, and easy retrieval

These systems will improve monitoring, performance reporting, and timely decision-making

### **5. Capacity Building and Competency Development**

The Assembly will implement structured capacity-building programmes in areas such as planning, M&E, financial management, digital literacy, data analysis, project management, and community engagement. Training will be based on identified competency gaps and will be aligned with job requirements and emerging development trends.

## **Conclusion**

Through these structured knowledge management and learning interventions, the Offinso Municipal Assembly will build a more responsive, informed, and adaptive institution that continuously improves its development planning, implementation, and service delivery processes. The framework will guide the Assembly in sustaining institutional memory, promoting innovation, and enhancing overall governance effectiveness during the 2026–2029 planning cycle.

## CHAPTER EIGHT: COMMUNICATION STRATEGY

### 8.1 Introduction

This chapter outlines the Communication Strategy designed to support the effective dissemination, ownership and utilisation of the Offinso Municipal Assembly’s Medium-Term Development Plan (2026–2029). The strategy ensures that all stakeholders including policy makers, implementing departments, development partners, private sector actors, traditional authorities, CSOs, and citizens receive accurate, timely, and relevant information on the policies, programmes and projects contained in the plan. The approach promotes transparency, enhances accountability, strengthens participation, and improves the overall visibility and appreciation of development efforts within the municipality.

### 8.2 Formulating the Communication Strategy

#### 8.2.1 Communication Goals

The key communication goals for the MTDP are:

- Increase awareness of the development priorities, programmes and expected results of the MTDP among all stakeholder groups.
- Strengthen stakeholder participation in the implementation, monitoring and evaluation of planned activities.
- Ensure transparency and accountability in the utilisation of public resources and the delivery of municipal services.
- Promote citizen ownership of development interventions to enhance sustainability and behavioural change.
- Enhance coordination among departments, implementing agencies and partners through consistent information exchange.

#### 8.2.2 Target Audience and Classification

Effective communication requires clarification of the various stakeholder groups whose engagement is essential:

Target Audience	Classification	Communication Needs
Municipal Assembly (General Assembly, Executive Committee, Sub-committees)	Primary	Policy decisions, budget alignment, implementation oversight
Municipal Departments/Units	Primary	Roles, responsibilities, timelines, reporting requirements
Traditional Authorities	Secondary	Project locations, land issues, community mobilisation
Area/Zonal Councils	Primary	Local-level planning, data collection, community mobilisation
Development Partners/NGOs	Secondary	Collaboration frameworks, progress updates, results

Private Sector/MSMEs	Secondary	Opportunities, regulations, incentives
CSOs/FBOs/CBOs	Secondary	Advocacy roles, participation platforms
Citizens (men, women, youth, PWDs, vulnerable groups)	Primary	Rights, responsibilities, development opportunities
Media (radio stations, online outlets)	Secondary	Public information, announcements, education campaigns
Schools/Health Facilities	Secondary	Sector-specific interventions, roles in social campaigns

Source: MPCU, OMA, 2025

### 8.2.3 Communication Objectives

The specific objectives guiding the communication strategy include:

- **Who do we need to reach?**  
All stakeholders with roles, responsibilities or interests in the MTDP implementation.
- **Why do we need to reach them?**  
To inform, mobilise participation, clarify expectations, promote accountability, and enhance collaboration.
- **What will communications convey?**  
Key MTDP priorities, project details, implementation timelines, funding sources, expected benefits, stakeholder roles, opportunities for involvement, progress and results.
- **How will messages be delivered?**  
Through timely, accessible, audience-specific channels, ensuring clarity, relevance and maximum impact.

### 8.2.4 Key Messages for MTDP Dissemination

Target Group	Key Messages
Assembly Members	MTDP priorities, budget allocations, oversight roles
Departments/Units	Programme responsibilities, reporting timelines, collaboration requirements
Traditional Authorities	Importance of cooperation, land support, cultural alignment
Citizens & Vulnerable Groups	Benefits of projects, inclusive participation opportunities, accountability mechanisms
Youth & Women Groups	Skills development, livelihood support programmes, empowerment opportunities
Development Partners	Collaboration areas, resource gaps, expected outcomes
Media	Accurate dissemination of information, community education roles

Source: MPCU, OMA, 2025

## 8.2.5 Communication Channels

A combination of traditional and modern channels will be used to ensure broad, inclusive and timely dissemination.

### A. Traditional Channels

- Community durbars and town hall meetings
- Radio announcements and discussions
- Public address systems
- Official letters, memos and circulars
- Notice boards at the Assembly and zonal councils

### B. Modern & Digital Channels

- Social media platforms (Facebook, WhatsApp, X/Twitter)
- Municipal website and online dashboards
- Email newsletters and mailing lists
- Online surveys and feedback tools
- Video documentaries and vlogs on project implementation

### C. Internal Communication Channels

- Departmental meetings
- MPCU coordination meetings
- Intranet and shared document repositories
- Circulars, reports and progress briefs

## 8.2.6 Indicators to Assess Communication Effectiveness

The communication strategy will be monitored using the following indicators:

<b>Indicator</b>	<b>Definition/Description</b>
Number of dissemination events held	Town hall meetings, durbars, stakeholder workshops
Number of social media engagements	Likes, comments, shares, page visits
Public satisfaction level on MTDP communication	Based on periodic surveys
Number of radio programmes aired	Frequency of outreach and education
Percentage of departments submitting reports on time	Internal coordination indicator
Number of feedback/complaints received and resolved	Citizen responsiveness measure
Reach of communication materials	Number of people accessing digital/print materials

Source: MPCU, OMA, 2025

### **8.3 Communication Strategy Matrix**

The Communication Strategy Matrix provides a structured approach for translating the Assembly’s communication goals into clear, actionable activities. It outlines what communication actions will be undertaken, who the target audience is, the key messages to be conveyed, and the channels through which information will be disseminated. The matrix ensures that communication on the MTDP is coherent, inclusive, gender-responsive, and timely, supporting transparency, citizen engagement, and accountability throughout the plan cycle. The communication strategy matrix of MTDP (2026-2029) of the Offinso Municipal Assembly is presented in Table 39.

Table 39: Communication Strategy Matrix

Communication Activity	Target Audience	Communication Objective	Key Messages	Communication Channels	Timing/Frequency	Responsible Institution(s)	Indicators of Effectiveness
Public dissemination of MTDP highlights	General public, traditional authorities, youth groups, women groups	Raise awareness and improve understanding of MTDP priorities	Offinso MTDP 2026–2029 priorities, benefits, roles of citizens	Community durbars, radio discussions, local FM announcements, social media infographics	Quarterly; at major milestones	Central Administration, MPCU, ISD	Number of engagements held; listener feedback; social media reach
Stakeholder briefing sessions	Assembly members, Heads of Departments, Zonal Councils	Clarify roles in implementation and accountability requirements	Departmental responsibilities, annual targets, reporting obligations	Stakeholder meetings, PowerPoint briefs, WhatsApp groups	At start of each year; mid-year	MCD, MPCU, HODs	Attendance rate; feedback forms; timely submission of reports
MTDP publication & website upload	Citizens, CSOs, diaspora groups	Improve transparency and open access to development plans	Full MTDP accessible online for public scrutiny	Assembly website, Facebook page, PDF circulation	Annually, updates as needed	ISD, IT Unit	Number of downloads; page views
Radio sensitization on key programmes	Farmers, traders, transport unions	Enhance understanding of priority programmes and opportunities	New interventions, support schemes, timelines, complaints channels	Local FM interviews, jingles	Monthly	ISD, MPCU, Agric Dept, BAC	Listener call-ins; number of enquiries received
Gender-focused communication sessions	Women’s groups, PWDs, youth	Strengthen inclusiveness and participation of vulnerable groups	How MTDP addresses gender, youth, disability concerns	Focus group discussions, community forums, targeted radio slots	Semi-annually	Gender Desk, Social Welfare, MPCU	Participation rate of women & PWDs; satisfaction levels
Internal communication on reporting requirements	Departments, Units, Zonal Councils	Improve internal coordination and reporting compliance	Reporting templates, deadlines, expected indicators	Emails, official memos, WhatsApp workgroups	Monthly; quarterly	MPCU, MCD	Timeliness of reports; completeness of submitted data

MTDP review and feedback sessions	Chiefs, opinion leaders, religious councils	Strengthen plan ownership and resolve implementation gaps	Progress, challenges, proposed adjustments	Durbars, town hall meetings	Mid-year; end-year	MCE, MCD, ISD	Number of recommendations integrated; community satisfaction
Social media dissemination of progress	Youth, diaspora, general public	Increase visibility and citizen engagement	Achievements, ongoing projects, photo updates	Facebook, WhatsApp, Instagram	Monthly	ISD, MPCU	Engagement metrics (likes, comments, shares)

Source: MPCU, OMA, 2025

## ANNEX 1: BIBLIOGRAPHY

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## ANNEX 2: KNOWLEDGE MAPPING MATRIX & COMPETENCY MAPPING MATRIX FOR LEARNING

### Knowledge Mapping Matrix

Knowledge Area	Knowledge Holders	Knowledge Sources	Knowledge Gaps
Development Planning & M&E	MPCU, Physical Planning Dept., Finance Unit	DDDP, Annual Progress Reports, NDPC Guidelines	Advanced data analytics, GIS-based planning
Social Service Delivery	Social Welfare Dept., Health Directorate	Service reports, Case management tools	Case documentation digitisation
Environmental Management	Environmental Health Unit, NADMO	Inspection reports, EPA guidelines	Advanced environmental monitoring tools
Infrastructure Development	Works Dept., Urban Roads	Technical drawings, BOQs, Works manuals	Modern asset management systems
Local Economic Development	Business Advisory Centre, Trade Associations	LED strategies, MSME databases	Business intelligence and market analytics

Source: MPCU, OMA, 2025

### Competency Matrix for Mapping

Competency	Training Programme	Evaluation Criteria	Learning Objectives
Data Management & Analysis	Data Analysis, GIS & DDDP Training	Practical assessments; data quality checks	Improve data accuracy, interpretation, and reporting
Project Management	Project Planning & Implementation	Post-training evaluation; supervisor feedback	Strengthen capacity in project design and execution
Communication & Stakeholder Engagement	Effective Communication Workshop	Peer feedback; field observation	Enhance facilitation and community engagement skills
M&E & Results-Based Management	RBM and Indicator Tracking Training	Quarterly M&E reviews	Improve indicator tracking and use of evidence in decision-making
Leadership & Team Management	Leadership Development Programme	360-degree feedback	Improve team coordination and administrative efficiency
Digital Competencies	ICT & Digital Tools Training	Practical ICT tests	Strengthen digital literacy for improved productivity

Source: MPCU, OMA, 2025

### ANNEX 3: SCALOGRAM ANALYSIS

Name of Settlement	Estimated Population (2025)	Economic Dimension									Social Dimension																	
		Economic			Hospitality			Finance			Education						Health											
		Agric. Extension Services	Industry (Manufacturing)	Market (with a Structure)	Tourist Sites	Hotels/ Guest Houses	Restaurants	Banks	Insurance Companies	Other Financial Institutions	Nursery/ K.G	Primary School	Junior High School (JHS)	Secondary (SHS)/ TVET	Tertiary Educational. Inst.	Public Library/ ICT Centre	Licensed Chemical Store	Pharmacy	Ambulance Service (Stationed)	CHPS	Maternity Home	Clinic	Health Post	Health Centre	Urban Health Centre (Polyclinic)	District Hospital	Regional Hospital	Teaching Hospital
Abofour	23,873	0	0	1	0	1	1	1	1	1	1	1	1	0	1	1	1	0	1	1	1	1	1	0	0	0	0	1
Dome	15,304	0	0	0	0	0	1	0	0	0	1	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Amoawi	3,114	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Abuasi	5,904	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
New Town	6051	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	1
Agyeimppra	3080	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Dumasua	310	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	1	0	0	0	1	0	0	0	0	0	1
Namong	7,019	0	0	1	0	1	1	1	0	1	1	1	1	0	1	1	1	1	1	1	1	1	1	1	0	0	0	1
Asamakama	1,961	0	1	0	0	1	1	0	0	0	1	1	1	0	0	0	1	1	0	0	0	0	0	0	0	0	0	1
Baniekrom	121	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1	1	1	1	0	0	0	1	
Ayaasu	252	0	0	0	0	0	1	0	0	0	1	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Amankwatiakrom	292	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Kensere	275	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Gambia-Nkwanta	115	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Bonsua	229	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	1	0	0	0	1	0	0	0	0	0	1
Apotosu	213	0	0	0	0	0	0	0	0	0	1	1	1	1	0	0	0	0	1	0	0	0	1	0	0	0	0	1
Amaning	342	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	1	1	0	0	0	0	0	0	0	0	0	1
Sakam	1,403	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1	1	1	1	0	0	0	0	1
Anyinasuso	2,675	0	0	1	0	0	1	0	0	0	1	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1

Asikaman	198	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Naama	268	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Odeso	322	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Kwagyekrom	471	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Samproso	1,754	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	1	0	0	0	1	0	0	0	0	0	1
Kayera	2283	0	0	1	0	1	1	1	0	1	1	1	1	1	0	1	1	1	1	1	1	1	1	1	1	0	0	1
Aduana	2,810	0	1	0	0	1	1	0	0	0	1	1	1	0	0	0	1	1	0	0	0	0	0	0	0	0	0	1
Awisem	228	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1	1	1	1	1	0	0	1	
Camp 31	227	0	0	0	0	0	1	0	0	0	1	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Koforidua	1,557	0	0	1	0	0	0	0	0	0	1	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Kwapanin	1,542	0	0	1	0	0	0	0	0	0	1	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Asuboi	468	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Kyebi	1,837	0	0	1	0	0	0	0	0	0	1	1	1	0	0	0	0	1	0	0	0	1	0	0	0	0	0	1
Anhwerekrom	223	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Wawase	488	0	0	1	0	0	0	0	0	0	1	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Berekum	407	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	1	0	1	0	0	0	0	0	0	0	1
Tutuase	260	0	0	0	0	0	1	0	0	0	1	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Ayensua Korkor	923	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Ayensua Fufuo	880	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Wenchi	135	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	1	0	0	0	0	1	1	0	0	0	1
Mehame (Dupaul)	5,639	0	0	0	0	1	0	0	0	0	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Bethlehem	1,753	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Saboa	3,754	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Adukro	2,944	0	0	0	0	0	0	0	0	0	1	1	1	1	0	0	0	1	0	0	0	1	0	0	0	0	0	1
Agyeimpra	455	0	0	0	0	1	0	0	0	0	1	1	1	0	0	0	0	1	0	0	0	1	0	0	0	0	0	1
Ampabame	977	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Adiembra	2,899	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Dentin	5,146	0	0	1	0	1	1	1	1	1	1	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Antoa	3,896	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Anyankaso	2,322	0	0	0	0	1	1	0	0	0	0	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1

Twumasen	379	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Obuasi	4782	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Aboasu	2523	0	0	0	0	0	1	0	0	0	1	1	1	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1
Maase	2,328	0	0	0	0	0	1	0	0	0	1	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Total No. Settlements (n)	54																											
Centrality Index (100)	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Weighted Centrality Score 100/n																												

Source: MPCU, OMA, 2025

#### ANNEX 4: SWOT ANALYSIS OF KEY DEVELOPMENT ISSUES

<b>Economic Development</b>				
<b>Development Issue</b>	<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
Revenue under-performance	IGF potential from markets & property rates	Low compliance & weak enforcement	Digital revenue systems	Economic shocks reducing payment capacity
Limited capacity of MSMEs	Active MSME base	Limited access to credit/skills	Business training & BDS support	Competition from larger firms
Limited modern markets	High trading population	Inadequate infrastructure	Government/PPP market investments	Unregulated street trading
High cost of agricultural inputs	Strong farming base	Farmer dependence on purchased inputs	Input subsidy programmes	Global price instability
Limited agro-processing/value addition	Abundant raw materials	Few processing centres	AfCFTA, private investment	Post-harvest losses, rural power unreliability
Poor tourism infrastructure	Presence of natural/cultural sites	Poor access roads & facilities	Domestic tourism promotion	Environmental degradation
High youth unemployment	Large youthful population	Limited industry & job matching	Skills training, TVET, entrepreneurship	Rising social vices & migration pressures
<b>Conclusion:</b> Economic growth potential exists, but weak infrastructure, low revenue performance, and limited private sector capacity restrict investment and job creation.				
<b>Social Development</b>				
<b>Development Issue</b>	<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
Inadequate school infrastructure	High school enrolment	Limited classrooms & furniture	GETFund & donor support	Rising population pressures
Uneven distribution of health facilities and CHPS under-equipment	Committed health workers	Rural–urban health gaps	CHPS expansion policy	Disease outbreaks
High HIV/AIDS incidence among youth	Active health education units	Low testing & risk perception	Youth-friendly services	Stigma & behavioural risks
Multi-dimensional poverty	Strong community networks	Limited livelihoods	Social protection programmes	Climate shocks affect livelihoods
Poor maintenance of WASH facilities	Existing water facilities	Weak maintenance culture	PPPs & community management	Facility breakdowns
Inadequate toilet facilities	ODF campaigns ongoing	Low household ownership	CLTS & sanitation grants	Open defecation persists
Inadequate potable water	GWCL presence	Low rural coverage	Borehole/SMAs investments	Dry-season water shortages

Poor sanitation and waste management	Existing waste contractors	Limited equipment & dumping sites	Recycling initiatives	Flooding & public health risks
Weak child protection systems	Existing DSWU structures	Limited staffing/logistics	National child protection frameworks	Child abuse & exploitation
Limited social protection coverage	LEAP operating	Exclusion errors	Digital targeting reforms	Funding gaps
<b>Conclusion:</b> Social services show progress but remain constrained by uneven access, poor infrastructure, and limited resources for vulnerable populations.				
<b>Environment, Infrastructure and Human Settlement</b>				
<b>Development Issue</b>	<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
Illegal logging of trees and sand winning activities	Forestry presence	Weak enforcement	Green Ghana, community policing	Environmental degradation
High climate vulnerability (floods, long dry spells, crop failures, etc)	Active NADMO	Flood-prone zones	Climate adaptation funding	Severe weather events
Poor road network	Existing feeder/urban road structures	Low % in good condition	Road Fund, GoG investments	High maintenance costs
Poor drainage systems	Community labour potential	Inadequate drains	Flood-control programmes	Urban flooding
Poor and inadequate maintenance of infrastructure	Skilled local artisans	Low maintenance budgets	PPP maintenance schemes	Rapid deterioration
Inadequate street lighting and road signs	Installed base exists	Limited maintenance	Energy-efficient lighting	Road accidents/insecurity
Lack of electricity in new areas and unreliable power supply	ECG presence	Low urban electrification	Renewable energy options	Grid instability
Weak enforcement of planning and building regulations	SPC structure exists	Limited logistics	Digital permitting	Urban sprawl
Weak enforcement of environmental laws and regulations	EPA/Assembly collaboration	Low compliance	Environmental campaigns	Pollution & land degradation
<b>Conclusion:</b> Environmental degradation and weak infrastructure maintenance undermine spatial development and increase climate-related risks.				
<b>Governance, Corruption and Public Accountability</b>				
<b>Development Issue</b>	<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
Ineffective sub-district structures	Established zonal councils	Low funding & logistics	Decentralization reforms	Political interference
Weak participatory planning/budgeting	Active community groups	Low engagement in rural areas	Digital platforms & town halls	Public distrust
Inadequate logistics for decentralized departments	Functional departments	Vehicle/equipment deficits	Donor and RCC support	Declining efficiency

Chieftaincy disputes	Strong traditional leadership	Jurisdictional conflicts	Mediation mechanisms	Violence/social tension
Narcotic trafficking & drug abuse	Police presence	Growing youth involvement	National drug control strategies	Rising crime & insecurity
<b>Conclusion:</b> Governance systems exist but underperform due to weak logistics, limited participation, and emerging security challenges.				
<b>Emergency Planning &amp; Response (incl. COVID-19 Recovery)</b>				
<b>Development Issue</b>	<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
Poor early warning systems	NADMO office exists	No automated systems	Digital/ICT-based alerts	Disaster escalation
Human-induced events	Active community structures	Weak enforcement	Environmental education	Increased disasters
Limited NADMO logistics	Dedicated volunteers	Inadequate equipment	National support schemes	High disaster frequency
<b>Conclusion:</b> Emergency response capacity is improving but remains insufficient to effectively manage increasing climate and human-induced hazards.				
<b>Implementation, Coordination, Monitoring &amp; Evaluation</b>				
<b>Development Issue</b>	<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
Delays in statutory fund releases	Strong planning systems	Budget uncertainty	Diversifying funding sources	Project delays
Weak inter-sectoral collaboration	Established MPCU	Fragmented coordination	Joint planning platforms	Duplication & inefficiency
Weak M&E systems across departments	Existing M&E framework	Limited tools/logistics	Digital M&E systems	Poor data quality
Inadequate staffing in key departments	Committed personnel	Limited technical staff	LGSS recruitment & training	Overburdened departments
<b>Conclusion:</b> M&E, planning, and coordination systems require stronger capacity, improved funding reliability, and modern tools to enhance service delivery.				

Source: MPCU, OMA, 2025

### ANNEX 5: COMMUNITY PRIORITIES

Key Needs / Aspirations	Sub-Category / Specific Need	Communities identified	Remarks
Educational Infrastructure	Kindergarten (KG) Blocks	Dentin-Antoa, Kwagyekrom, Berekum, Naama-Kwakutaa, Anfaaso, Ampam	Early childhood infrastructure needed to increase enrolment and retention.
	Primary School Blocks	Naama-Kwakutaa, Anfaaso, Asamankama	To address congestion and dilapidated structures.
	Junior High School (JHS) Blocks	Dumasua, Ampabame	Demand for continuity in basic education.
	ICT Centres / Laboratories	Newtown, Asamankama, Obuasi, Bonsua, Abofour Junction, Samproso	To enhance digital literacy and modern teaching.
	Teachers' Quarters / Bungalows	Samproso, Berekum, Naama	To improve teacher retention in rural areas.
Health Infrastructure	Health Facilities / CHPS Compounds / Equipment	Asamankama, Kyebi, Amoawi, Anyinasosu, Namong-Wenchi, Aboasu, Kayera, Wawase, Amaning, New Bethlehem-Agyeimpra	Expansion and upgrading of CHPS zones needed.
	Nurses' Quarters	Amaning	To improve staff accommodation and retention.
Water Supply	Mechanized Boreholes	Mehame, Maase, Kayera, Koforidua, Abofour Junction, Abofour-Wawase, Asuboi, Kyebi, Namong, Newtown, Ampabame, Kwapanin, Naduasa, Bonsua, St. Jerome SHS	To improve access to potable water for expanding peri-urban areas
	Hand pumps	Ampam, Brekum-Akwasikrobokrom, Tutuampa, Dosuo, Amankwatia, Gambia Nkwanta, Kensere, Lobi-Gyau, Denkyineso, Afransua	Most rural communities still depend on unprotected sources.
Sanitation and Waste Management	Toilet Facilities (public & households )	Samproso, Obuasi, Anyinasosu, Newtown, Asamankama/Mehame, Abofour-Wawase, Kokote, Amoawi, Maase, Dome-Aboasu, Kayera, Asuboi, Kyebi, Saboa, Anyankaso, Dentin-Antoa, Agyeimpra, Twumasen, Bonsua, Naduasa	Poor access to improved sanitation facilities. Facilitate the completion of about 25 abandoned GH First Toilet projects under the erstwhile administration
	Skip Containers / Waste Bins	Amoawi, Mehame, Agyeimpra, Saboa, Kayera, Koforidua, Abofour-Wawase, Twumasen, Namong, Obuasi, Bonsua, Asuboi, Kyebi, Oldtown	Limited waste collection equipment.

	Stray animals – enforcement of bye laws	Municipal wide	These animals usually damage crops, litter public spaces
Road and Transport Infrastructure	Reshaping / Rehabilitation of Feeder Roads	Samproso, Odeso-Kwagyekrom, Namong, Maase, Mpehi, Bonsua-Barniekrom, Naama-Kwakutaa, Kwapanin, Old town, Aboasu, Naduasa	Key farming routes are in poor condition.
	Bridges, Culverts, and Drains	Naama-Kwakutaa, Dumasua, Samproso, Abofour Junction, Kyebi, Maase, Saboa-Adukro, Aboasu	Needed to enhance road connectivity and drainage.
Security and Public Safety	Police Stations / Posts	Koforidua, Namong East	Inadequate police infrastructure in expanding communities.
	Streetlights / Police Visibility	Kokote, Namong, Asuboi	To enhance community safety and night-time activity.
Market Infrastructure	New or Upgraded Market Facilities	Kokote, Namong, Agyeimpra, Anyinasosu, Dumasua, Abofour Junction, Asamankama	Market sheds, storage and sanitation facilities required.
Electricity and Energy Access	Electricity Extension Projects	Adukro, Dumasua, and all peri-urban areas/communities	Unconnected localities require access to the national grid.
	Transformers / Voltage Stabilization	Namong, Asamankama, Agyeimpra, Koforidua, Namong-Wenchi, Adukro	Existing transformers overloaded; power fluctuations common.
	Rural Electrification Projects	Odeso, Naama, Kentaa, Pofom, Anhwerekrom, Amankwatia, Apotosu, Amaning, Barniekrom and all rural communities without access to electricity	Ongoing rural connections require completion.
Youth Employment and Skills Development	Training and Apprenticeship Programmes	Dentin-Antoa, Agyeimpra, Odeso, Naama, Dumasua, Wawase, Asuboi, Saboa, Amankwatia, Amaning, Bonsua	High youth unemployment; demand for trade and skill-based programmes.
Agricultural Development	Farm Inputs, Extension Services, Storage Facilities	Odeso, Naama-Kwakutaa, Dumasua, Berekum, Asuboi, Anfaaso, Adukro, Wawase, Barniekrom	Needed to improve yields and post-harvest management.
Community and Social Infrastructure	Community Centres / Town Halls	Samproso, Abofour Junction, Wawase	Needed for public meetings and social programmes.
Telecommunication Services	Network Improvement / Coverage Expansion/Post Office	Wawase, Barniekrom, Samproso, Abofour-Junction	Poor signal and internet connectivity.
Financial Support and Enterprise Promotion	Credit Facilities for Farmers / SMEs / Women	Asamankama, Dentin-Antoa, Maase-Mpehi, Agyeimpra, Naama-Kwakutaa, Asuboi, Adukro, Kwapanin	Needed to promote local economic growth.

Social Development and Sensitization	Drug Abuse, Teenage Pregnancy, Development Control Education	Kokote, Amoawi, Namong, Berekum	Increasing social issues especially among youth.
Sports and Recreation	AstroTurf / Playgrounds	Abofour Junction (Adams Park), Asamankama, Kayera, Koforidua	To promote youth development and recreation.
Tourism Development	Cultural and Heritage Tourism Facilities	Anyinasosu, Tutuampa, Namong, Offinso	Untapped potential for tourism development.

**ANNEX 6: PRIORITISATION MATRIX**  
**(STAKEHOLDER SCORE APPLIED TO ALL CRITERIA; WEIGHTED CONTRIBUTIONS SHOWN)**

#	Key issues	Stakeholder score (1–5)	Severity (20%)	Benefits (15%)	Basic needs (15%)	Multiplier (15%)	Spatial equity (10%)	Env/DRR (10%)	Vulnerability (10%)	SDG Priority (5%)	Total Weighted Score	Rank
1	Revenue under-performance	4.00	0.80	0.60	0.60	0.60	0.40	0.40	0.40	0.20	4.00	10
2	Limited capacity of MSMEs	3.00	0.60	0.45	0.45	0.45	0.30	0.30	0.30	0.15	3.00	28
3	Limited modern markets	3.00	0.60	0.45	0.45	0.45	0.30	0.30	0.30	0.15	3.00	18
4	High cost of agricultural production inputs	2.00	0.40	0.30	0.30	0.30	0.20	0.20	0.20	0.10	2.00	31
5	Limited agro-processing and value addition capacity	3.00	0.60	0.45	0.45	0.45	0.30	0.30	0.30	0.15	3.00	13
6	Poor tourism infrastructure	2.00	0.40	0.30	0.30	0.30	0.20	0.20	0.20	0.10	2.00	24
7	High youth unemployment	4.00	0.80	0.60	0.60	0.60	0.40	0.40	0.40	0.20	4.00	8
8	Inadequate school infrastructure	4.00	0.80	0.60	0.60	0.60	0.40	0.40	0.40	0.20	4.00	5
9	Uneven distribution of health facilities and CHPS under-equipment	4.00	0.80	0.60	0.60	0.60	0.40	0.40	0.40	0.20	4.00	6
10	High HIV/AIDS incidence among youth	2.00	0.40	0.30	0.30	0.30	0.20	0.20	0.20	0.10	2.00	23
11	Multi-dimensional poverty	2.00	0.40	0.30	0.30	0.30	0.20	0.20	0.20	0.10	2.00	25
12	Poor maintenance of WASH facilities	4.00	0.80	0.60	0.60	0.60	0.40	0.40	0.40	0.20	4.00	12
13	Inadequate toilet facilities	4.00	0.80	0.60	0.60	0.60	0.40	0.40	0.40	0.20	4.00	9
14	Inadequate potable water	5.00	1.00	0.75	0.75	0.75	0.50	0.50	0.50	0.25	5.00	3
15	Poor sanitation and waste management	5.00	1.00	0.75	0.75	0.75	0.50	0.50	0.50	0.25	5.00	4
16	Weak child protection systems	2.00	0.40	0.30	0.30	0.30	0.20	0.20	0.20	0.10	2.00	22
17	Limited social protection coverage	2.00	0.40	0.30	0.30	0.30	0.20	0.20	0.20	0.10	2.00	26

18	Illegal logging of trees and sand winning activities	2.00	0.40	0.30	0.30	0.30	0.20	0.20	0.20	0.10	2.00	21
19	High climate vulnerability (floods, long dry spells, crop failures, etc)	4.00	0.80	0.60	0.60	0.60	0.40	0.40	0.40	0.20	4.00	7
20	Poor road network	5.00	1.00	0.75	0.75	0.75	0.50	0.50	0.50	0.25	5.00	1
21	Poor drainage systems	5.00	1.00	0.75	0.75	0.75	0.50	0.50	0.50	0.25	5.00	2
22	Poor and inadequate maintenance of infrastructure	3.00	0.60	0.45	0.45	0.45	0.30	0.30	0.30	0.15	3.00	14
23	Inadequate street lighting and road signs	3.00	0.60	0.45	0.45	0.45	0.30	0.30	0.30	0.15	3.00	11
24	Lack of electricity in new areas and unreliable power supply	4.00	0.80	0.60	0.60	0.60	0.40	0.40	0.40	0.20	4.00	11
25	Weak enforcement of planning and building regulations	3.00	0.60	0.45	0.45	0.45	0.30	0.30	0.30	0.15	3.00	20
26	Weak enforcement of environmental laws and regulations	2.00	0.40	0.30	0.30	0.30	0.20	0.20	0.20	0.10	2.00	27
27	Ineffective sub-district structures	2.00	0.40	0.30	0.30	0.30	0.20	0.20	0.20	0.10	2.00	35
28	Weak participatory planning and budgeting	2.00	0.40	0.30	0.30	0.30	0.20	0.20	0.20	0.10	2.00	36
29	Inadequate logistics for decentralized departments	2.00	0.40	0.30	0.30	0.30	0.20	0.20	0.20	0.10	2.00	37
30	Chieftaincy disputes	1.00	0.20	0.15	0.15	0.15	0.10	0.10	0.10	0.05	1.00	38
31	Narcotic trafficking and drug abuse	2.00	0.40	0.30	0.30	0.30	0.20	0.20	0.20	0.10	2.00	29
32	Poor early warning systems	3.00	0.60	0.45	0.45	0.45	0.30	0.30	0.30	0.15	3.00	33
33	Human-induced events (sand winning, encroachment, domestic and bushfires, etc)	3.00	0.60	0.45	0.45	0.45	0.30	0.30	0.30	0.15	3.00	16
34	Limited logistics and emergency preparedness capacity of NADMO	3.00	0.60	0.45	0.45	0.45	0.30	0.30	0.30	0.15	3.00	17
35	Delays in statutory fund releases	3.00	0.60	0.45	0.45	0.45	0.30	0.30	0.30	0.15	3.00	15

36	Weak inter-sectoral collaboration	3.00	0.60	0.45	0.45	0.45	0.30	0.30	0.30	0.15	3.00	19
37	Weak M&E systems across departments	2.00	0.40	0.30	0.30	0.30	0.20	0.20	0.20	0.10	2.00	30
38	Inadequate staffing in key departments	2.00	0.40	0.30	0.30	0.30	0.20	0.20	0.20	0.10	2.00	32

Source: MPCU, OMA, 2025

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*Some development issues have identical total weighted scores; however, their final ranks differ due to stakeholder consensus used to break ties. In such cases, the Assembly applied qualitative judgement based on factors such as the relative severity of the issue, spatial extent, urgency, alignment with priority SDG targets, and medium-term strategic relevance. This ensures that ranking reflects both quantitative scoring and practical development priorities of the municipality.*

## ANNEX 7: MONITORING MATRIX

Goal: Strengthen the Assembly's internal revenue base and financial management.										
Objective: Increase own-source revenue by 50% over the 2025 baseline and achieve 90% timely financial reporting by 2029.										
Programme: Local Revenue Reform & Financial Accountability Programme										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Total IGF mobilised annually (GHS)	Total internally generated revenue collected at year end	Outcome	2,231,219.87	2,454,341.86	2,699,776.05	2,969,753.66	3,266,729.03	By revenue type (rates, fees, fines), by zone	Quarterly & Annually	Finance Dept; Budget Unit
% of departments submitting financial reports on time	Proportion of departments meeting monthly/quarterly reporting timelines	Output	55%	65%	75%	85%	90%	By department	Quarterly	Finance Dept; Internal Audit
Number of revenue collection officers trained	Total officers trained in digital revenue systems and compliance	Input	10 officers	20	25	30	35	By gender	Semi-Annual	HR Dept; Finance Dept
Goal: Build productive and competitive MSMEs in the municipality.										
Objective: Formalise and strengthen 600 MSMEs; increase average MSME revenues by 30% by 2029.										
Programme: MSME Capacity Development & Incubation Programme										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of MSMEs formalized	MSMEs registered with GRA/RGD/Municipal Business Registry	Output	120	180	220	260	300	By sector; by gender	Quarterly	Business Advisory Centre (BRC); ISD
Number of MSMEs supported with capacity training	Count of MSMEs benefiting from technical and business training	Output	200	250	300	350	400	By circuit; gender	Quarterly	BRC; MPCU
Number of start-ups incubated	Start-ups enrolled in incubation and mentoring programmes	Output	15	20	30	40	50	By sector	Annual	BRC; NYA
Number of jobs created through MSME support	Total additional jobs created by supported enterprises	Impact	0	50	70	90	120	By gender; youth	Annual	BRC; MPCU
Goal: Provide safe, organised and revenue-generating market infrastructure										

Objective: Upgrade 2 major markets and increase market IGF by 40% by 2029										
Programme: Market Modernisation & Clean Markets Initiative										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
IGF generated from major markets (GHS)	Total revenue collected from Offinso and Abofour markets	Outcome	1,200,000	1,350,000	1,500,000	1,650,000	1,800,000	By market; by IGF category	Quarterly & Annual	Finance Dept; Market Management Unit
Number of market sheds/structures constructed or rehabilitated	Total improved market infrastructure delivered	Output	0	10	20	30	40	By community	Quarterly	Works Dept; MPCU
Number of sanitation facilities completed in markets	New/improved WASH and waste systems	Output	2	3	4	5	6	By market	Quarterly	Environmental Health Unit; Works Dept
Goal: Reduce production costs and improve affordable input access for farmers.										
Objective: Reduce average cost of key inputs by 20% for 5,000 farmers through collective procurement and support schemes by 2029										
Programme: Farmer Input Support & Aggregation Programme										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Average cost of key farm inputs (fertilizer, seeds, agrochemicals)	Average market price per input per farmer	Outcome	Fertilizer: 380 GHS/bag Seed: 45 GHS/kg	-5%	-10%	-15%	-20%	By input type; by zone	Annual	Agric Dept; MPCU
Number of farmers benefiting from input support scheme	Total farmers who received subsidized inputs	Output	0	1,500	2,500	3,500	5,000	By gender; by community	Quarterly	Agric Dept; Extension Officers
Quantity of subsidized inputs distributed	Total fertilizer, seeds & chemicals supplied through the Assembly scheme	Output	0	2,000 bags	3,000 bags	4,000 bags	5,000 bags	By input type	Quarterly	Agric Dept; Stores Unit
Number of farmer groups aggregated for bulk purchasing	Farmer associations supported to aggregate demand	Process	12 groups	18	22	26	30	By area council	Semi-Annual	Agric Dept; BAC

% reduction in post-harvest losses due to improved input use	Reduced losses attributable to better inputs	Outcome	0%	5%	10%	15%	20%	By crop	Annual	Agric Dept
Number of sensitization trainings on improved input use	Training sessions on input handling, storage and application	Output	8	12	16	20	24	By community	Quarterly	Agric Dept; ISD
Goal: Expand local agro-processing and value addition.										
Objective: Establish 2 agro-processing centres and support 150 farmers/processors to adopt value-addition technologies by 2029.										
Programme: Agro-Processing & Value-Chain Development Initiative										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of agro-processing centres established	Newly constructed or rehabilitated centres	Output	0	1	2	2	2	By community	Annual	Works; Agric Dept
Number of processors trained in value-addition	Beneficiaries of training	Output	30	50	80	120	150	Gender; product type	Quarterly	Agric; BAC
Volume of processed products	Total output from supported centres	Outcome	0	20t	35t	50t	65t	By commodity	Quarterly	Agric Dept
Number of value-chain partnerships formed	MOUs with buyers, financiers, off-takers	Process	2	4	6	8	10	By value chain	Semi-Annual	Agric; MPCU
Increase in farmer income due to value addition (%)	Percentage income rise	Impact	0%	5%	10%	20%	30%	By gender	Annual	Agric Dept
Goal: Improve basic infrastructure at cultural and tourism sites.										
Objective: Upgrade facilities at 1–2 priority tourism sites and support 10 tourism MSMEs by 2029.										
Programme: Local Tourism Development & Heritage Promotion Project										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of tourism sites upgraded	Improved infrastructure/facilities	Output	0	1	1	2	2	By site	Annual	Works; ISD
Number of tourism MSMEs supported	MSMEs receiving training or grants	Output	0	3	5	7	10	By gender	Annual	BAC; Tourism Unit
Number of visitors to local tourist sites	Total recorded site visits	Outcome	2,000	2,500	3,200	4,200	5,000	By site	Quarterly	Tourism Unit

Revenue generated from tourism (GHS)	Fees, services, and tourism products	Outcome	0	8,000	12,000	18,000	25,000	N/A	Annual	Finance; Tourism Unit
Goal: Create decent employment and entrepreneurship opportunities for the youth.										
Objective: Reduce youth unemployment by 20% and support 1,000 youth with skills, internships or start-up support by 2029.										
Programme: Youth Employment & Skills Development Programme										
Indicators	Indicator Definition	Indicator or Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of youth trained in employable skills	Total trained under Assembly programmes	Output	120	200	250	300	350	By gender/youth	Quarterly	NYA; BRC
Number of youth placed in internships	Beneficiaries of placement	Output	40	80	120	150	200	By sector	Quarterly	NYA; GES
Number of youth start-up grants provided	Assembly-funded start-ups	Output	5	20	30	40	50	By gender	Annual	BRC
Youth unemployment rate (%)	% of youth unemployed	Outcome	18%	16%	14%	12%	10%	By gender	Annual	MPCU
Number of partnerships with training institutions	TVET & industry partnerships	Process	3	5	7	8	10	By institution	Annual	NYA; MPCU
Goal: Improve access to safe and adequate educational infrastructure										
Objective: Provide 10 new classrooms, rehabilitate 8, and eliminate schools under trees in all circuits by 2029										
Programme: Education Infrastructure Expansion Programme										
Indicators	Indicator Definition	Indicator or Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of new classrooms constructed	Count of completed new classroom units	Output	0	3	3	2	2	By school, circuit	Quarterly	Works Dept; GES
Number of classroom blocks rehabilitated	Completed rehabilitation works	Output	0	2	2	2	2	By facility	Quarterly	Works Dept; GES
Number of schools under trees eliminated	Schools supported with permanent structures	Outcome	6	2	2	1	1	By community	Annual	GES; MPCU
Pupil classroom ratio	Total pupils per classroom	Outcome	42:1	40:1	38:1	36:1	34:1	Gender; circuit	Annual	GES

Number of schools benefiting from furniture	Desks supplied	Output	350	500	600	700	800	By school	Annual	GES; Works
Goal: Improve access to quality primary health services.										
Objective: Equip all CHPS zones and construct 2 new facilities in underserved communities by 2029.										
Programme: Primary Healthcare Strengthening Programme										
Indicators	Indicator Definition	Indicator or Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of CHPS zones fully equipped	CHPS with logistics, staff, and tools	Output	6	7	8	9	10	By community	Annual	Health Directorate
Number of CHPS compounds constructed	Newly completed CHPS	Output	0	1	0	1	0	By community	Annual	Works; Health
Number of outreach programmes conducted	Mobile clinics, screenings	Output	50	60	70	80	90	By service type	Quarterly	Health Directorate
% of functional CHPS zones	CHPS providing full primary care	Outcome	60%	65%	70%	75%	80%	By zone	Quarterly	Health Directorate
Number of health workers trained	Professional development	Output	40	60	80	100	120	By cadre	Annual	Health; HR
Goal: Reduce the incidence of HIV/AIDS among young people.										
Objective: Reduce new HIV infections among youth by 30% by 2029.										
Programme: Youth HIV Prevention & SRH Programme										
Indicators	Indicator Definition	Indicator or Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of youth reached with SRH education	SHS, community outreach, peer ed.	Output	3,000	4,000	5,000	6,000	7,000	By gender	Quarter	Health; ISD; NYA
HIV new infections (youth 15–24)	Confirmed new cases	Outcome	65	60	55	50	45	Gender	Annual	Health Directorate
Number of condoms distributed	Through AHFs, CHPS, outreach	Output	50,000	60,000	70,000	80,000	90,000	By location	Quarterly	Health Directorate
Number of peer educators trained	Youth advocates	Output	20	30	40	50	60	Gender	Annual	NYA; Health
Number of communities sensitized	Community HIV prevention campaigns	Process	12	16	20	24	28	By community	Quarterly	ISD; Health
Goal: Improve social inclusion and reduce poverty in vulnerable communities.										

Objective: Reduce multi-dimensional poverty levels in at least 10 identified communities by 15% by 2029										
Programme: Poverty Reduction & Livelihood Empowerment Programme										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2026						
Number of vulnerable households supported	Income & livelihood support	Output	0	150	200	250	300	Gender	Annual	SWCD
Number of community livelihood projects established	Soap making, agro-processing, etc.	Output	0	4	6	8	10	By community	Annual	BRC; SWCD
% reduction in multidimensional poverty	Composite poverty index reduction	Outcome	0%	3%	6%	10%	15%	Community	Annual	MPCU
Number of youth/women trained in employable skills	Vocational/apprenticeship	Output	200	300	350	400	450	Gender	Quarterly	BRC; NYA
Number of savings groups supported	VSLA groups formed	Process	8	12	16	20	24	Women/men	Quarterly	SWCD
Goal: Ensure sustainable management and functionality of WASH infrastructure										
Objective: Improve functionality of public WASH facilities from 60% to 90% by 2029										
Programme: WASH Facility Management & Sustainability Programme										
Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets						
				2026	2027	2028	2029			
% of functional WASH facilities	Toilets, standpipes, boreholes working	Outcome	60%	65%	70%	80%	90%	By facility	Quarterly	Works; EHSD
Number of WASH facilities rehabilitated	Repairs, replacement of components	Output	6	8	10	12	14	By community	Annual	Works
Number of WASH committees trained	Facility management groups	Output	15	20	25	30	35	By zone	Annual	EHSD
Number of communities sensitised on WASH	CLTS, hygiene outreach	Process	10	15	20	25	30	By community	Quarterly	EHSD
Number of WASH audits conducted	Condition assessments	Process	0	1	1	1	1	By facility	Annual	MPCU
Goal: Expand access to improved household and public sanitation facilities										

Objective: Increase household access to improved toilets from 34% to 60% by 2029										
Programme: Sanitation & Toilet Access Expansion Programme										
Indicators	Indicator Definition	Indicat or Type	Baseline 2025	Targets						
				2026	2027	2028	2029			
% of households with improved toilets	Household latrine access rate	Outco me	34%	40%	46%	53%	60%	Gender of HH head	Annual	EHSD
Number of household toilets constructed	Household latrine units	Output	0	200	250	300	350	Community	Quarterly	EHSD; Works
Number of CLTS-triggered communities	Communities adopting sanitation behaviour	Process	10	15	20	25	30	By community	Quarter	EHSD
Reduction in open defecation rate	% reduction	Impact	18%	16%	14%	11%	8%	Community	Annual	EHSD
Goal: Ensure equitable access to safe drinking water										
Objective: Increase potable water coverage from 72% to 90% by 2029										
Programme: Municipal Water Access Improvement Programme										
Indicators	Indicator Definition	Indicat or Type	Baseline 2025	Targets						
				2026	2027	2028	2029			
% of population with access to safe water	Households with potable water	Outco me	72%	75%	78%	84%	90%	Gender	Annual	Works
Number of boreholes constructed	New boreholes	Output	0	4	6	8	10	Community	Annual	Works
Number of water systems rehabilitated	Pumps, pipelines	Output	0	2	3	4	5	Community	Annual	Works
Number of water management committees formed	Water facility management	Process	10	15	20	25	30	Zone	Quarterly	EHSD
Water quality compliance rate	Samples meeting standards	Outco me	70%	75%	80%	85%	90%	Facility	Quarterly	EHSD; Water
Goal: Improve environmental sanitation and integrated waste management										
Objective: Increase solid waste collection coverage from 55% to 85% by 2029										
Programme: Integrated Municipal Waste Management Programme										
Indicators	Indicator Definition	Indicat or Type	Baseline 2025	Targets						
				2026	2027	2028	2029			

				2026	2027	2028	2029			
Solid waste collection coverage (%)	% of households receiving regular waste services	Outcome	55%	60%	68%	76%	85%	Zone	Quarterly	EHSD
Number of waste containers placed	Communal containers	Output	20	30	40	50	60	Community	Quarterly	EHSD
Number of refuse dumps reclaimed	Dumps evacuated/restored	Output	2	3	4	5	6	Community	Annual	EHSD
Number of waste collection trucks acquired	Refuse trucks in operation	Output	1	2	3	4	5	By service area	Annual	Assembly; Private Contractors
% reduction in environmental sanitation complaints	Complaints recorded	Outcome	0%	10%	20%	30%	40%	Zone	Quarterly	EHSD; ISD
<b>Goal: Strengthen protection systems for children and vulnerable groups</b>										
<b>Objective: Reduce reported child abuse cases by 20% and strengthen child protection systems in all area councils by 2029</b>										
<b>Programme: Child Protection &amp; Family Support Programme</b>										
Indicators	Indicator Definition	Indicator or Type	Baseline 2025	Targets						
				2026	2027	2028	2029			
Number of family case interventions	Domestic violence, neglect, child welfare	Output	30	40	50	60	70	By type	Quarterly	SWCD
Number of family counselling sessions organised	Sessions on cohesion, parenting	Output	12	18	24	30	36	By community	Quarterly	SWCD
Number of households benefiting from family support services	Food aid, shelter, referrals	Outcome	20	40	60	80	100	Gender	Annual	SWCD
Number of parental education campaigns	Schools, communities	Process	10	15	20	25	30	By community	Quarterly	SWCD; ISD
Reduction in child neglect cases (%)	% reduction over baseline	Outcome	0%	5%	10%	15%	20%	By zone	Annual	SWCD; Police
<b>Goal: Expand the reach of social protection interventions</b>										
<b>Objective: Increase enrolment in LEAP and complementary livelihood activities by 25% by 2029</b>										
<b>Programme: Social Protection Expansion &amp; Inclusion Programme</b>										
Indicators	Indicator Definition	Indicator or Type	Baseline 2025	Targets						
				2026	2027	2028	2029			

Number of LEAP households enrolled	New & existing	Output	2,100	2,250	2,350	2,450	2,600	HH type	Quarterly	SWCD
Number of households benefiting from livelihood support	Complementary interventions	Output	0	60	120	180	250	Gender	Annual	SWCD; BAC
% of LEAP households with improved income	Welfare outcomes	Outcome	0%	3%	6%	10%	15%	Type	Annual	MPCU
Number of disability fund beneficiaries	PWD support disbursement	Output	80	100	120	140	160	Disability type	Annual	SWCD
Number of sensitisation programmes on social inclusion	Public education on rights	Process	20	25	30	35	40	Zone	Quarterly	ISD; SWCD
Goal: Strengthen natural resource governance and reduce illegal extraction										
Objective: Reduce recorded incidents of illegal logging and unauthorized sand winning by 60% and restore 50 ha of degraded riparian buffer zones by 2029										
Programme: Natural Resource Management & Alternative Livelihoods Programme										
Indicators	Indicator Definition	Indicator or Type	Baseline 2025	Targets						
				2026	2027	2028	2029			
Number of illegal logging/sand winning cases recorded	Officially recorded infractions	Outcome	120	100	80	60	48	By area	Quarterly	Forestry Commission ; EHSD
Number of enforcement operations conducted	Patrols, arrests, seizures	Output	8	12	15	18	20	Zone	Quarterly	Forestry; NADMO; Police
Hectares of degraded areas restored	Tree planting, restoration	Output	0 ha	10	15	12	13	By community	Annual	Forestry; Agric Dept
Number of farmers trained in alternative livelihoods	Beekeeping, mushroom, etc.	Output	0	120	180	240	300	Gender	Annual	Agric Dept; BAC
% increase in community awareness on illegal activities	Awareness levels from surveys	Outcome	0%	15%	25%	40%	50%	Community	Annual	ISD; Forestry
Goal: Build climate resilience and disaster risk reduction capacity.										
Objective: Develop and implement community adaptation plans in 6 hotspot communities and reduce flood-related household losses by 50% by 2029										
Programme: Climate Resilience & DRR Implementation Programme										

Indicators	Indicator Definition	Indicat or Type	Baseline 2025	Targets						
				2026	2027	2028	2029			
Number of communities with completed adaptation plans	Climate adaptation plans	Output	0	2	4	6	6	Community	Annual	NADMO; MPCU
Number of DRR sensitization programmes held	Community engagements	Output	10	15	20	25	30	Zone	Quarterly	NADMO; ISD
Flood incidents recorded	Number of damaging flood occurrences	Outco me	10	8	6	5	5	Community	Quarterly	NADMO
% reduction in household losses	Household loss index	Outco me	0%	10%	20%	35%	50%	Community	Annual	NADMO; MPCU
Number of early warning systems installed	Community alert systems	Output	0	2	4	6	6	Zone	Annual	NADMO
Goal: Improve transport infrastructure to enhance connectivity and market access										
Objective: Rehabilitate/upgrade 80 km of priority urban and feeder roads and maintain an additional 100 km through routine maintenance by 2029										
Programme: Municipal Roads Rehabilitation & Maintenance Programme										
Indicators	Indicator Definition	Indicat or Type	Baseline 2025	Targets						
				2026	2027	2028	2029			
Kilometres of roads rehabilitated/upgraded	Upgraded urban/feeder roads	Output	0 km	20	20	20	20	Road type	Annual	Works; Urban Roads
Kilometres of routine maintenance completed	Grading, patching	Output	0 km	25	25	25	25	Zone	Annual	Works
% reduction in poor road sections	Classified by condition	Outco me	0%	10%	20%	30%	40%	Area	Annual	Works; MPCU
Number of road safety sensitisation programmes	Education on speeding, signage	Process	8	10	12	14	16	Community	Quarterly	ISD; Police
Number of bridges/culverts reconstructed	Road crossing structures	Output	0	2	2	2	2	Location	Annual	Works
Goal: Reduce flood risk through improved storm water management										
Objective: Construct or rehabilitate 10 km of primary drains in Offinso Township, Abofour and Namong and desilt secondary drains in 12 communities by 2029										
Programme: Urban Drainage & Flood Management Project										

Indicators	Indicator Definition	Indicat or Type	Baseline 2025	Targets						
				2026	2027	2028	2029			
Kilometres of primary drains constructed/rehabilitated	Major drainage works	Output	0 km	3	3	2	2	Community	Annual	Works
Number of secondary drains desilted	Desilting interventions	Output	0	3	3	3	3	Community	Quarterly	Works; NADMO
Number of flood-prone areas mitigated	Completed mitigation efforts	Outco me	0	2	3	4	5	Zone	Annual	NADMO; MPCU
Number of community clean-up exercises	Community-led desilting	Process	12	18	24	30	36	Community	Quarterly	EHSD; Zonal Councils
Reported flooding events	Annual flood incidents	Impact	10	8	7	6	5	Area	Annual	NADMO
Goal: Institutionalise asset maintenance for longevity of public infrastructure.										
Objective: Establish routine maintenance schedules and financing; achieve 90% functionality for core public assets (schools, health, water points, markets) by 2029										
Programme: Asset Maintenance & O&M Strengthening Programme										
Indicators	Indicator Definition	Indicat or Type	Baseline 2025	Targets						
				2026	2027	2028	2029			
% of functional public assets	Schools, CHPS, water systems, markets	Outco me	65%	70%	75%	82%	90%	Facility type	Quarterly	Works; MPCU
Number of asset registers updated	Updated database	Output	0	1	1	1	1	Facility	Annual	MPCU
Number of maintenance interventions conducted	Repairs and replacements	Output	30	40	50	60	70	Facility	Quarterly	Works
Number of O&M staff trained	Capacity-building	Output	10	20	25	30	35	Gender	Annual	Works; HR
Number of service contracts executed	Private sector cleaning, repairs	Output	2	3	4	5	6	Service type	Annual	Works
Goal: Improve public lighting and road safety across settlements.										
Objective: Install 500 energy-efficient streetlights and standardise road signage on major corridors by 2029										
Programme: Urban Lighting & Road Safety Programme										

Indicators	Indicator Definition	Indicat or Type	Baseline 2025	Targets						
				2026	2027	2028	2029			
Number of streetlights installed	LED/solar lamps	Output	0	120	120	130	130	Community	Quarterly	Works
Number of streetlights functional	Functionality rate	Outco me	60%	70%	75%	80%	85%	Facility	Quarterly	Works
Number of road signs installed	Directional, safety signs	Output	0	20	30	40	50	Corridor	Annual	Works
Number of communities sensitized on road safety	Education programmes	Process	10	12	14	16	18	Community	Quarterly	ISD; Police
Number of accident hotspots resolved	Engineering interventions	Outco me	0	1	2	3	4	Location	Annual	Urban Roads; Police
Goal: Increase reliable electricity access for households and public facilities										
Objective: Extend grid or off-grid solutions to achieve 95% household electrification in new development zones and reduce outage frequency by 30% by 2029.										
Programme: Energy Access & Efficiency Initiative										
Indicators	Indicator Definition	Indicat or Type	Baseline 2025	Targets						
				2026	2027	2028	2029			
Household electrification rate (%)	Households with legal electricity	Outco me	85%	87%	89%	92%	95%	Community	Annual	Energy Commission ; ECG
Number of communities connected to national grid	New grid connections	Output	2	3	3	4	4	Community	Annual	ECG
Number of off-grid systems installed	Solar mini-systems	Output	0	10	20	30	40	Community	Annual	Energy Commission
% reduction in reported outages	Reliability measure	Outco me	0%	10%	15%	20%	30%	Area	Quarterly	ECG
Number of energy efficiency campaigns	Awareness creation	Process	5	8	10	12	14	Zone	Quarterly	ISD
Goal: Strengthen development control to ensure safe and orderly settlements										
Objective: Achieve 100% processing of building permit applications within statutory timelines and reduce unauthorized developments by 60% by 2029										
Programme: Development Control & Planning Strengthening Programme										

Indicators	Indicator Definition	Indicat or Type	Baseline 2025	Targets						
				2026	2027	2028	2029			
% of building permit applications processed on time	Applications processed within 3 months	Outcome	45%	60%	75%	90%	100%	Application type	Quarterly	TCPD
Number of building inspections conducted	Compliance checks	Output	120	150	180	210	240	Area	Quarterly	TCPD; Works
Number of unauthorized structures removed	Demolition/removal	Output	25	40	50	55	60	Location	Quarterly	TCPD; Works; NADMO
Number of community sensitisation programmes	Education on building regulations	Process	10	14	18	22	26	Zone	Quarterly	ISD; TCPD
% reduction in unauthorized developments	Annual decrease	Outcome	0%	10%	25%	45%	60%	Area	Annual	TCPD; MPCU
<b>Goal: Improve compliance with environmental regulations and standards</b>										
<b>Objective: Increase compliance inspections to cover 90% of high-risk activities and reduce pollution incidents by 50% by 2029</b>										
<b>Programme: Environmental Compliance &amp; Monitoring Programme</b>										
Indicators	Indicator Definition	Indicat or Type	Baseline 2025	Targets						
				2026	2027	2028	2029			
% of high-risk facilities/activities inspected	Proportion of identified high-risk sites (mechanics, mills, fuel stations, illegal sand winning sites, timber yards) that received at least one official inspection in the year	Output	40%	55%	70%	80%	90%	By sector/type of activity; by zone	Quarterly	Environmental Health Unit (Lead); EPA; Works Dept
Number of pollution incidents reported and verified	Annual count of confirmed pollution events (water, air, soil) attributable to local activities	Outcome (impact)	120 incidents	100	80	60	60* (50% reduction target applies to confirmed anthropogenic incidents)	By pollution type; by source	Quarterly	Environmental Health Unit; EPA; MPCU

% compliance rate among inspected facilities	Proportion of inspected high-risk facilities found compliant with environmental and sanitation standards	Outcome	45%	55%	65%	75%	85%	By facility type; by zone	Quarterly	Environmental Health Unit; EPA
Number of enforcement actions taken (fines, closure notices, prosecutions)	Count of formal enforcement measures issued following inspections/investigations	Process / Output	8	12	20	28	35	By action type; by facility	Quarterly	Environmental Health Unit; Legal Unit; Police
Number of businesses trained on pollution control and waste management	Businesses receiving practical training on mitigation measures and best practice	Output	25	50	80	110	140	By sector; gender of owner	Semi-annual	Environmental Health Unit; ISD; EPA
Frequency of water/soil/air quality tests in high-risk areas	Number of laboratory/field tests conducted per quarter in priority sites	Process	1 test/quarter	2 tests/quarter	2 tests/quarter	3 tests/quarter	4 tests/quarter	By sample type	Quarterly	Environmental Health Unit; EPA; Works Dept
% reduction in citizen complaints on pollution and sanitation	Percent decline in validated public complaints related to pollution/sanitation compared to baseline	Outcome	0% (reference year)	10%	20%	35%	50%	By complaint type; by zone	Quarterly	Environmental Health Unit; ISD
Number of monitoring reports produced and published	Official compliance/monitoring reports (quarterly + annual) released to assembly and public	Process / Output	0 quarterly + 0 annual in timely form	2 quarterly + 1 annual	4 quarterly + 1 annual	4 quarterly + 1 annual	4 quarterly + 1 annual	N/A	Quarterly / Annual	Environmental Health Unit; MPCU
<b>Goal: Strengthen functional and accountable sub-district governance</b>										
<b>Objective: Operationalise and resource all 4 Zonal Councils to achieve at least 80% functionality by 2029</b>										
<b>Programme: Sub-District Governance Strengthening Programme</b>										
% functionality of Zonal Councils	Composite index: meetings held, records, logistics, staff	Outcome	40%	55%	65%	75%	80%	By zonal council	Quarterly	Admin Dept; MPCU
Number of Zonal Councils resourced with logistics	Motorbikes, computers, office equipment	Output	1	2	3	4	4	Zonal council	Annual	Admin Dept

Number of statutory meetings held	Meetings held vs. required	Output	8	12	16	20	20	Zonal council	Quarterly	Zonal Councils; Admin Dept
Number of capacity-building sessions conducted	Training in budgeting, reporting, revenue, and records	Output	0	2	3	3	4	By zonal council	Annual	Admin Dept; HR
% of revenue collected at Zonal Councils	IGF collected directly by zonal councils	Outcome	10%	15%	20%	25%	30%	Zone	Quarterly	Finance Dept
Goal: Promote inclusive and transparent local governance										
Objective: Achieve 100% compliance with participatory planning/budget requirements and increase citizen participation satisfaction by 30% by 2029										
Programme: Participatory Planning & Social Accountability Programme										
% compliance with planning guidelines (NDPC)	MPCU compliance score	Outcome	70%	80%	90%	100%	100%	N/A	Annual	MPCU
Number of community engagement meetings held	Public hearings, town halls, consultations	Output	8	12	16	18	20	Community	Quarterly	MPCU; ISD
Citizen satisfaction rating (%)	Results from participation surveys	Outcome	40%	45%	50%	60%	70%	Gender; community	Annual	MPCU; ISD
Number of social accountability platforms held	Scorecards, forums	Output	2	4	4	5	6	Area council	Annual	ISD; MPCU
Number of planning documents publicly disclosed	AAP, MTDP, Budget, M&E reports	Output	2	4	6	6	6	Document type	Annual	MPCU; Admin
Goal: Improve institutional capacity for efficient service delivery.										
Objective: Provide adequate logistics (vehicles, ICT equipment, tools) to at least 10 key departments, improving service delivery turnaround time by 40% by 2029										
Programme: Institutional Logistics & Service Delivery Improvement Programme										
Number of departments equipped with logistics	ICT tools, vehicles, motorbikes, furniture	Output	3	5	7	9	10	Department	Annual	Admin Dept; Central Administration
Average service delivery turnaround time (days)	E.g., permit processing, letters, responses	Outcome	14 days	12	10	9	8	Service type	Quarterly	Admin Dept; HR
Number of maintenance interventions on logistics	Repairs, servicing of vehicles/equipment	Process	30	40	50	55	60	Department	Quarterly	Works; Admin

Number of staff trained in equipment use	ICT literacy, digital tools	Output	40	60	80	100	120	Gender	Annual	HR
% increase in digitalization of services	Online forms, digital databases	Outcome	20%	30%	40%	50%	60%	Service type	Annual	IT Unit; Admin
Goal: Promote peaceful coexistence and strengthened traditional governance										
Objective: Reduce the number of active chieftaincy disputes by 50% and strengthen ADR mechanisms in all traditional areas by 2029										
Programme: Peacebuilding & Traditional Governance Harmony Programme										
Number of active chieftaincy disputes recorded	Official disputes before the House of Chiefs	Outcome	10	9	7	6	5	Area	Annual	Traditional Council; Admin
Number of ADR sessions held	Mediation & conflict resolution	Process	4	6	8	10	12	Community	Quarterly	Legal Unit; Traditional Council
Number of community peace dialogues held	Peace engagement sessions	Output	8	12	16	18	20	Community	Quarterly	ISD; Peace Council
% reduction in violent incidents linked to disputes	Police/security reports	Impact	0%	10%	20%	30%	50%	Zone	Annual	Police; NADMO
Number of traditional leaders trained	Leadership, mediation, governance	Output	0	20	30	40	50	Gender	Annual	Admin Dept
Goal: Enhance community safety, law enforcement and substance abuse prevention										
Objective: Reduce drug abuse-related incidents by 40% and strengthen enforcement and rehabilitation support systems by 2029										
Programme: Municipal Drug Abuse Prevention & Community Safety Programme										
Number of drug abuse cases recorded	Police/health/social welfare reports	Outcome	180	165	145	120	108	Age; gender	Quarterly	Police; Health; SWCD
Number of sensitization programmes held	Community, schools, media	Output	12	16	20	24	28	Community	Quarterly	ISD; Health
Number of rehabilitation referrals made	Individuals referred to rehab centres	Output	10	15	20	25	30	Gender	Annual	Health; SWCD
Enforcement operations on drug hotspots	Patrols, arrests	Process	6	8	10	12	14	Area	Quarterly	Police

% decrease in youth involvement	Self-reported + police data	Outcome	0%	10%	20%	30%	40%	Gender	Annual	Police; NYA
Goal: Strengthen emergency preparedness and early warning mechanisms										
Objective: Establish functional early warning and response systems in all 4 zonal councils and reduce disaster impacts by 30% by 2029.										
Programme: Early Warning & Emergency Preparedness Programme										
Number of functional early warning systems	Alarms, communication tools	Output	0	1	2	3	4	Community	Annual	NADMO
Number of simulation drills conducted	Drills with community participation	Process	0	2	3	4	4	Zonal council	Annual	NADMO
Time to respond to emergency alerts	Response time minutes	Outcome	50 min	45	40	35	30	Zone	Quarterly	NADMO; Security
Number of trained volunteers	Disaster volunteers trained	Output	25	50	75	100	120	Gender	Annual	NADMO
% reduction in disaster impacts	Household loss index	Outcome	0%	10%	15%	20%	30%	Community	Annual	NADMO; MPCU
Goal: Reduce human-induced environmental hazards through enforcement and community awareness										
Objective: Reduce human-induced disasters by 50% through improved enforcement and community action by 2029										
Programme: Human-Induced Disaster Prevention & Enforcement Programme										
Number of fire outbreaks recorded	Fire service reports	Outcome	38	35	30	25	19	Area	Quarterly	Fire Service; NADMO
Number of inspections on LPG, electrical safety	Safety inspections	Output	20	30	40	50	60	Facility type	Quarterly	Fire Service; EHSD
Number of community fire volunteers trained	Volunteers trained	Output	30	40	60	70	80	Gender	Annual	Fire Service
Number of enforcement sanctions	Fines, closures	Process	8	12	15	18	20	Zone	Quarterly	Fire Service; Police
% reduction in human-induced disasters	Annual reduction rate	Impact	0%	10%	20%	35%	50%	Area	Annual	NADMO; MPCU
Goal: Strengthen institutional disaster response capacity										
Objective: Equip NADMO with essential logistics and train 100 volunteers for rapid response by 2029.										
Programme: Municipal Disaster Response & Risk Reduction Programme										

Number of disaster volunteers trained	Community-based volunteers trained in first aid, rescue, response	Output	25	40	60	80	100	Gender; community	Annual	NADMO
Number of logistics/equipment supplied to NADMO	Boots, jackets, helmets, megaphones, stretchers	Output	Limited	60% supplied	70% supplied	85% supplied	100% supplied	Equipment type	Annual	NADMO; Admin
Response time to emergency incidents (minutes)	Time from alert to NADMO arrival	Outcome	50 min	45	40	35	30	Zone	Quarterly	NADMO; Security
Number of simulation drills conducted	Mock drills in communities/schools	Output	1	2	3	4	4	Location	Annual	NADMO
Number of disaster hotspots mapped	GIS mapping of high-risk zones	Process	4	6	8	10	12	Zone	Annual	NADMO; MPCU
Goal: Improve financial planning and resource predictability										
Objective: Improve cash flow planning and reduce programme delays by 30% by 2029										
Programme: Fiscal Management & Cash Flow Improvement Programme										
Number of cash flow forecasts prepared and used	Quarterly cash flow projections	Process	2 forecasts	4	4	4	4	By quarter	Quarterly	Finance Dept
% reduction in programme implementation delays	Delays linked to cash flow challenges	Outcome	0%	10%	15%	20%	30%	Dept	Annual	Finance Dept; MPCU
Number of revenue–expenditure tracking meetings held	Internal meetings to track liquidity	Output	4	6	8	10	12	N/A	Quarterly	Finance
IGF predictability ratio	IGF actuals vs. IGF projections	Outcome	40%	50%	55%	60%	65%	Revenue type	Quarterly	Finance
Number of departments trained in financial planning	Training in budgeting and cash flow	Output	8	10	12	14	15	Dept	Annual	Finance; HR
Goal: Improve coordination and joint implementation across departments										
Objective: Achieve 90% MPCU participation compliance and implement at least 6 cross-sectoral initiatives by 2029										
Programme: Inter-Sectoral Planning & Coordination Programme										

MPCU meeting participation rate (%)	Attendance rate of departments	Outcome	60%	70%	80%	85%	90%	Dept	Quarterly	MPCU
Number of cross-sectoral projects implemented	Joint sector programmes	Output	1	2	3	4	6	Sector	Annual	MPCU; All Departments
Number of planning coordination meetings held	Joint technical/planning sessions	Process	4	6	8	10	12	Dept	Quarterly	MPCU
% of departments submitting reports on time	Sector reports to MPCU	Output	40%	60%	75%	85%	95%	Dept	Quarterly	MPCU
Number of integrated community development activities	Joint outreach programmes	Output	4	6	8	10	12	Zone	Quarterly	ISD; MPCU
<b>Goal: Strengthen results-based monitoring and evaluation</b>										
<b>Objective: Achieve 100% compliance with M&amp;E reporting standards and publish annual municipal performance reports by 2029</b>										
<b>Programme: Results-Based Monitoring &amp; Data Systems Programme</b>										
% compliance with NDPC reporting standards	Quality of quarterly & annual reports	Outcome	60%	75%	85%	95%	100%	Dept	Quarterly	MPCU
Number of quarterly M&E reports submitted	Completed NDPC-format reports	Output	2	4	4	4	4	N/A	Quarterly	MPCU
Number of field monitoring visits conducted	Verification visits	Process	6	10	12	14	16	Sector	Quarterly	MPCU
Number of staff trained in M&E	Training in indicators, reporting, data	Output	12	20	25	30	40	Dept	Annual	MPCU; HR
Municipal Annual Progress Report published	APR published & disseminated	Output	0	1	1	1	1	N/A	Annual	MPCU
<b>Goal: Strengthen human resource capacity for service delivery</b>										
<b>Objective: Fill at least 60% of critical staff gaps and train 200 staff in priority areas by 2029</b>										
<b>Programme: Human Resource Development &amp; Capacity-Building Programme</b>										
% of critical staff positions filled	HR gap analysis	Outcome	35%	40%	50%	55%	60%	Dept	Annual	HR Dept

Number of staff trained in core competencies	M&E, IT, procurement, finance	Output	40	60	100	150	200	Gender; Dept	Annual	HR Dept
Number of performance appraisals conducted	Staff assessment reports	Process	40%	60%	75%	85%	100%	Dept	Annual	HR
Number of HR management tools updated	Scheme of service, HRMIS records	Output	Partial	Updated	Updated	Updated	Updated	N/A	Annual	HR
Staff satisfaction score (%)	Staff survey results	Outcome	45%	50%	55%	60%	65%	Gender	Annual	HR; Admin
Goal: Strengthen municipal-level international cooperation to support local development.										
Objective: Establish 2 active international partnerships (e.g., sister-city, development agencies, diaspora groups) and mobilise at least GHS 2 million in external support by 2029										
Programme: Municipal International Partnerships & Diaspora Engagement Programme										
Number of international partnerships established	Formal MoUs signed with foreign cities/organisations	Output	0	1	1	2	2	By partner type	Annual	Admin Dept; MCE
Amount of external funding mobilised (GHS)	Grants, donations, technical support	Outcome	0	300,000	600,000	1,200,000	2,000,000	Funding type	Annual	Finance Dept; MPCU
Number of diaspora engagement events held	Forums, virtual meetings, roadshows	Output	0	2	3	4	4	Target group	Annual	Admin; ISD
Number of joint activities implemented with partners	Projects, exchanges, training	Process	0	1	2	3	4	Activity type	Annual	MPCU
Number of proposals submitted to donors	Grant applications prepared	Output	1	3	4	5	6	Sector	Annual	MPCU; Departments
Goal: Improve access to international technical support and capacity enhancement										
Objective: Secure at least 3 technical assistance missions from development partners or international NGOs by 2029										
Programme: International Technical Assistance & Capacity Support Programme										
Number of technical assistance missions received	TA visits from partners	Output	0	1	1	1	3	Partner type	Annual	MPCU; Admin

Number of staff trained through TA programmes	Beneficiaries of expert-led training	Output	0	20	40	60	80	Gender; department	Annual	HR; MPCU
Number of technical manuals/tools adopted	New systems introduced	Process	0	1	2	3	4	Sector	Annual	Departments
Number of departments benefiting from TA	Direct institutional support	Output	0	3	5	7	10	Dept. type	Annual	MPCU
% improvement in institutional capacity	Composite score from performance assessments	Outcome	0%	10%	15%	20%	25%	Department	Annual	HR; MPCU
Goal: Strengthen the municipality's visibility and participation in global/local government networks										
Objective: Participate annually in at least two national/international local government platforms (UCLG, C40 sub-national sessions, GGLN, etc.) by 2029										
Programme: Municipal Visibility & Knowledge Exchange Programme										
Number of national/international conferences attended	Participation in local government platforms	Output	1	2	2	2	2	Local/International	Annual	Admin; MCE
Number of best practices documented	Case studies, learning notes	Output	0	2	3	4	5	Sector	Annual	MPCU
Number of peer-learning sessions organized	Knowledge sharing workshops	Output	0	2	3	4	4	Dept.	Annual	MPCU
Number of visibility materials produced	Branding, publications, profiles	Process	2	4	6	8	10	Type	Annual	ISD
Increased recognition in national awards	Awards/mentions	Outcome	0	1	1	2	2	Category	Annual	MCE; Admin
Goal: Establish effective institutional arrangements for international relations										
Objective: Create a functional Municipal International Relations Desk by 2026 and ensure annual reporting on cooperation outcomes by 2029										
Programme: International Relations Coordination & Governance Programme										
Establishment of International Relations Desk	Desk created with staff and logistics	Output	0	1	1	1	1	N/A	Annual	Admin; HR
Number of international relations reports produced	Annual municipal cooperation reports	Output	0	1	1	1	1	N/A	Annual	MPCU; Admin

Number of partnership coordination meetings held	Meetings with partners/donors	Process	0	2	3	3	4	Type	Annual	Admin
% of partnership MoUs implemented	MoUs executed successfully	Outcome	0%	20%	40%	60%	80%	Partner type	Annual	Admin; MPCU
Number of staff trained in IR management	Capacity in international cooperation	Output	0	10	20	30	40	Gender; dept.	Annual	HR

Source: MPCU, OMA, 2025

## ANNEX 8: SUSTAINABILITY MATRIX

Sub-Structure Improvement Programme		
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
<b>EFFECTS ON NATURAL RESOURCES</b>		
<b>Protected Areas and Wildlife:</b> Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 3 <b>4</b> 5
<b>Degraded Land:</b> and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 <b>3</b> 4 5
<b>Pollution:</b> discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0) 1 2 <b>3</b> 4 5
<b>Rivers and Water Bodies:</b> should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 3 <b>4</b> 5
<b>Climate Change:</b> the release of harmful substances like chlortoluron carbons should be avoided and minimized.	Report from the meteorological services	(0) 1 2 3 <b>4</b> 5
<b>EFFECTS ON SOCIAL AND CULTURAL CONDITIONS</b>		
<b>Health and Well-being:</b> the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 <b>4</b> 5
<b>Job Creation:</b> the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0) 1 2 3 <b>4</b> 5
<b>Sanitation:</b> Programme should improve sanitation.	Number of people to be employed	(0) 1 2 3 <b>4</b> 5
<b>Gender:</b> Programme should empower women.	Level of participation proposed.	(0) 1 2 3 <b>4</b> 5
<b>Access to Transport:</b> Programme should improve access to transport.	Number of the poor to be assisted.	(0) 1 2 3 <b>4</b> 5
<b>Vulnerability and Risk:</b> Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0) 1 2 3 <b>4</b> 5
<b>Participation:</b> active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0) 1 2 3 <b>4</b> 5
<b>Access to water:</b> Programme should improve access to water.	Number of the poor to be assisted.	(0) 1 2 3 <b>4</b> 5
<b>EFFECTS ON THE ECONOMY</b>		
<b>Growth:</b> the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0) 1 2 3 <b>4</b> 5
<b>Use of local materials and services:</b> Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0) 1 2 3 <b>4</b> 5
<b>Local retention of capital:</b> should encourage the local retention of capital.	Description of investment strategy	(0) 1 2 3 <b>4</b> 5
<b>Local economic linkages:</b> should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 <b>4</b> 5
<b>INSTITUTIONAL ISSUES</b>		
Human Rights		(0) 1 2 3 <b>4</b> 5
Access to information		(0) 1 2 3 <b>4</b> 5

### Capacity Building and Productivity Improvement Programme

CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE
<b>EFFECTS ON NATURAL RESOURCES</b>		
<b>Protected Areas and Wildlife:</b> Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0) 1 2 <b>3</b> 4 5
<b>Degraded Land:</b> and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0) 1 2 <b>3</b> 4 5
<b>Pollution:</b> discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0) 1 2 <b>3</b> 4 5
<b>Rivers and Water Bodies:</b> should retain their natural character.	Minimum flows/ water levels to be set	(0) 1 2 <b>3</b> 4 5
<b>Climate Change:</b> the release of harmful substances like chlortoluron carbons should be avoided and minimized.	Report from the meteorological services	(0) 1 2 <b>3</b> 4 5
<b>EFFECTS ON SOCIAL AND CULTURAL CONDITIONS</b>		
<b>Health and Well-being:</b> the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0) 1 2 3 <b>4</b> 5
<b>Job Creation:</b> the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0) 1 2 <b>3</b> 4 5
<b>Sanitation:</b> Programme should improve sanitation.	Number of people to be employed	(0) 1 2 3 4 <b>5</b>
<b>Gender:</b> Programme should empower women.	Level of participation proposed.	(0) 1 2 3 <b>4</b> 5
<b>Access to Transport:</b> Programme should improve access to transport.	Number of the poor to be assisted.	(0) 1 2 3 4 <b>5</b>
<b>Vulnerability and Risk:</b> Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0) 1 2 3 4 <b>5</b>
<b>Participation:</b> active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0) 1 2 3 4 <b>5</b>
<b>Access to water:</b> Programme should improve access to water.	Number of the poor to be assisted.	(0) 1 2 3 4 <b>5</b>
<b>EFFECTS ON THE ECONOMY</b>		
<b>Growth:</b> the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0) 1 2 3 4 <b>5</b>
<b>Use of local materials and services:</b> Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0) 1 2 3 4 <b>5</b>
<b>Local retention of capital:</b> should encourage the local retention of capital.	Description of investment strategy	(0) 1 2 3 <b>4</b> 5
<b>Local economic linkages:</b> should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0) 1 2 3 4 <b>5</b>
<b>INSTITUTIONAL ISSUES</b>		
Human Rights		(0) 1 2 3 4 <b>5</b>
Access to information		(0) 1 2 3 4 <b>5</b>

Governance, Accountability and Public Safety Improvement Programme							
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
<b>EFFECTS ON NATURAL RESOURCES</b>							
<b>Protected Areas and Wildlife:</b> Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
<b>Degraded Land:</b> and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0)	1	2	3	4	5
<b>Pollution:</b> discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0)	1	2	3	4	5
<b>Rivers and Water Bodies:</b> should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
<b>Climate Change:</b> the release of harmful substances like chlortoluron carbons should be avoided and minimized.	Report from the meteorological services	(0)	1	2	3	4	5
<b>EFFECTS ON SOCIAL AND CULTURAL CONDITIONS</b>							
<b>Health and Well-being:</b> the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
<b>Job Creation:</b> the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0)	1	2	3	4	5
<b>Sanitation:</b> Programme should improve sanitation.	Number of people to be employed	(0)	1	2	3	4	5
<b>Gender:</b> Programme should empower women.	Level of participation proposed.	(0)	1	2	3	4	5
<b>Access to Transport:</b> Programme should improve access to transport.	Number of the poor to be assisted.	(0)	1	2	3	4	5
<b>Vulnerability and Risk:</b> Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0)	1	2	3	4	5
<b>Participation:</b> active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0)	1	2	3	4	5
<b>Access to water:</b> Programme should improve access to water.	Number of the poor to be assisted.	(0)	1	2	3	4	5
<b>EFFECTS ON THE ECONOMY</b>							
<b>Growth:</b> the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0)	1	2	3	4	5
<b>Use of local materials and services:</b> Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0)	1	2	3	4	5
<b>Local retention of capital:</b> should encourage the local retention of capital.	Description of investment strategy	(0)	1	2	3	4	5
<b>Local economic linkages:</b> should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5
<b>INSTITUTIONAL ISSUES</b>							
Human Rights		(0)	1	2	3	4	5
Access to information		(0)	1	2	3	4	5

Co-ordination, Monitoring, Evaluation and Learning Programme						
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE				
<b>EFFECTS ON NATURAL RESOURCES</b>						
<b>Protected Areas and Wildlife:</b> Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4 5
<b>Degraded Land:</b> and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0)	1	2	3	4 5
<b>Pollution:</b> discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0)	1	2	3	4 5
<b>Rivers and Water Bodies:</b> should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4 5
<b>Climate Change:</b> the release of harmful substances like chlortoluron carbons should be avoided and minimized.	Report from the meteorological services	(0)	1	2	3	4 5
<b>EFFECTS ON SOCIAL AND CULTURAL CONDITIONS</b>						
<b>Health and Well-being:</b> the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4 5
<b>Job Creation:</b> the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0)	1	2	3	4 5
<b>Sanitation:</b> Programme should improve sanitation.	Number of people to be employed.	(0)	1	2	3	4 5
<b>Gender:</b> Programme should empower women.	Level of participation proposed.	(0)	1	2	3	4 5
<b>Access to Transport:</b> Programme should improve access to transport.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Vulnerability and Risk:</b> Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Participation:</b> active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Access to water:</b> Programme should improve access to water.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>EFFECTS ON THE ECONOMY</b>						
<b>Growth:</b> the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0)	1	2	3	4 5
<b>Use of local materials and services:</b> Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0)	1	2	3	4 5
<b>Local retention of capital:</b> should encourage the local retention of capital.	Description of investment strategy	(0)	1	2	3	4 5
<b>Local economic linkages:</b> should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4 5
<b>INSTITUTIONAL ISSUES</b>						
Human Rights		(0)	1	2	3	4 5
Access to information		(0)	1	2	3	4 5

Financial Management Programme						
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE				
<b>EFFECTS ON NATURAL RESOURCES</b>						
<b>Protected Areas and Wildlife:</b> Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4 5
<b>Degraded Land:</b> and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0)	1	2	3	4 5
<b>Pollution:</b> discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0)	1	2	3	4 5
<b>Rivers and Water Bodies:</b> should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4 5
<b>Climate Change:</b> the release of harmful substances like chlortoluron carbons should be avoided and minimized.	Report from the meteorological services	(0)	1	2	3	4 5
<b>EFFECTS ON SOCIAL AND CULTURAL CONDITIONS</b>						
<b>Health and Well-being:</b> the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4 5
<b>Job Creation:</b> the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0)	1	2	3	4 5
<b>Sanitation:</b> Programme should improve sanitation.	Number of people to be employed.	(0)	1	2	3	4 5
<b>Gender:</b> Programme should empower women.	Level of participation proposed.	(0)	1	2	3	4 5
<b>Access to Transport:</b> Programme should improve access to transport.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Vulnerability and Risk:</b> Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Participation:</b> active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Access to water:</b> Programme should improve access to water.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>EFFECTS ON THE ECONOMY</b>						
<b>Growth:</b> the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0)	1	2	3	4 5
<b>Use of local materials and services:</b> Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0)	1	2	3	4 5
<b>Local retention of capital:</b> should encourage the local retention of capital.	Description of investment strategy	(0)	1	2	3	4 5
<b>Local economic linkages:</b> should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4 5
<b>INSTITUTIONAL ISSUES</b>						
Human Rights		(0)	1	2	3	4 5
Access to information		(0)	1	2	3	4 5

Local Economic Development Programme						
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE				
<b>EFFECTS ON NATURAL RESOURCES</b>						
<b>Protected Areas and Wildlife:</b> Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4 5
<b>Degraded Land:</b> and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0)	1	2	3	4 5
<b>Pollution:</b> discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0)	1	2	3	4 5
<b>Rivers and Water Bodies:</b> should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4 5
<b>Climate Change:</b> the release of harmful substances like chlortoluron carbons should be avoided and minimized.	Report from the meteorological services	(0)	1	2	3	4 5
<b>EFFECTS ON SOCIAL AND CULTURAL CONDITIONS</b>						
<b>Health and Well-being:</b> the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4 5
<b>Job Creation:</b> the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0)	1	2	3	4 5
<b>Sanitation:</b> Programme should improve sanitation.	Number of people to be employed.	(0)	1	2	3	4 5
<b>Gender:</b> Programme should empower women.	Level of participation proposed.	(0)	1	2	3	4 5
<b>Access to Transport:</b> Programme should improve access to transport.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Vulnerability and Risk:</b> Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Participation:</b> active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Access to water:</b> Programme should improve access to water.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>EFFECTS ON THE ECONOMY</b>						
<b>Growth:</b> the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0)	1	2	3	4 5
<b>Use of local materials and services:</b> Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0)	1	2	3	4 5
<b>Local retention of capital:</b> should encourage the local retention of capital.	Description of investment strategy	(0)	1	2	3	4 5
<b>Local economic linkages:</b> should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4 5
<b>INSTITUTIONAL ISSUES</b>						
Human Rights		(0)	1	2	3	4 5
Access to information		(0)	1	2	3	4 5

Agriculture Modernization and Post Harvest Management Programme							
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
<b>EFFECTS ON NATURAL RESOURCES</b>							
<b>Protected Areas and Wildlife:</b> Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
<b>Degraded Land:</b> and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0)	1	2	3	4	5
<b>Pollution:</b> discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0)	1	2	3	4	5
<b>Rivers and Water Bodies:</b> should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
<b>Climate Change:</b> the release of harmful substances like chlortoluron carbons should be avoided and minimized.	Report from the meteorological services	(0)	1	2	3	4	5
<b>EFFECTS ON SOCIAL AND CULTURAL CONDITIONS</b>							
<b>Health and Well-being:</b> the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
<b>Job Creation:</b> the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0)	1	2	3	4	5
<b>Sanitation:</b> Programme should improve sanitation.	Number of people to be employed.	(0)	1	2	3	4	5
<b>Gender:</b> Programme should empower women.	Level of participation proposed.	(0)	1	2	3	4	5
<b>Access to Transport:</b> Programme should improve access to transport.	Number of the poor to be assisted.	(0)	1	2	3	4	5
<b>Vulnerability and Risk:</b> Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0)	1	2	3	4	5
<b>Participation:</b> active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0)	1	2	3	4	5
<b>Access to water:</b> Programme should improve access to water.	Number of the poor to be assisted.	(0)	1	2	3	4	5
<b>EFFECTS ON THE ECONOMY</b>							
<b>Growth:</b> the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0)	1	2	3	4	5
<b>Use of local materials and services:</b> Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0)	1	2	3	4	5
<b>Local retention of capital:</b> should encourage the local retention of capital.	Description of investment strategy	(0)	1	2	3	4	5
<b>Local economic linkages:</b> should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5
<b>INSTITUTIONAL ISSUES</b>							
Human Rights		(0)	1	2	3	4	5
Access to information		(0)	1	2	3	4	5

Spatial Development Programme						
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE				
<b>EFFECTS ON NATURAL RESOURCES</b>						
<b>Protected Areas and Wildlife:</b> Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4 5
<b>Degraded Land:</b> and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0)	1	2	3	4 5
<b>Pollution:</b> discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0)	1	2	3	4 5
<b>Rivers and Water Bodies:</b> should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4 5
<b>Climate Change:</b> the release of harmful substances like chlortoluron carbons should be avoided and minimized.	Report from the meteorological services	(0)	1	2	3	4 5
<b>EFFECTS ON SOCIAL AND CULTURAL CONDITIONS</b>						
<b>Health and Well-being:</b> the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4 5
<b>Job Creation:</b> the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0)	1	2	3	4 5
<b>Sanitation:</b> Programme should improve sanitation.	Number of people to be employed.	(0)	1	2	3	4 5
<b>Gender:</b> Programme should empower women.	Level of participation proposed.	(0)	1	2	3	4 5
<b>Access to Transport:</b> Programme should improve access to transport.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Vulnerability and Risk:</b> Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Participation:</b> active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Access to water:</b> Programme should improve access to water.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>EFFECTS ON THE ECONOMY</b>						
<b>Growth:</b> the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0)	1	2	3	4 5
<b>Use of local materials and services:</b> Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0)	1	2	3	4 5
<b>Local retention of capital:</b> should encourage the local retention of capital.	Description of investment strategy	(0)	1	2	3	4 5
<b>Local economic linkages:</b> should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4 5
<b>INSTITUTIONAL ISSUES</b>						
Human Rights		(0)	1	2	3	4 5
Access to information		(0)	1	2	3	4 5

Climate Change and Environmental Sustainability Programme						
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE				
<b>EFFECTS ON NATURAL RESOURCES</b>						
<b>Protected Areas and Wildlife:</b> Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4 5
<b>Degraded Land:</b> and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0)	1	2	3	4 5
<b>Pollution:</b> discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0)	1	2	3	4 5
<b>Rivers and Water Bodies:</b> should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4 5
<b>Climate Change:</b> the release of harmful substances like chlortoluron carbons should be avoided and minimized.	Report from the meteorological services	(0)	1	2	3	4 5
<b>EFFECTS ON SOCIAL AND CULTURAL CONDITIONS</b>						
<b>Health and Well-being:</b> the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4 5
<b>Job Creation:</b> the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0)	1	2	3	4 5
<b>Sanitation:</b> Programme should improve sanitation.	Number of people to be employed.	(0)	1	2	3	4 5
<b>Gender:</b> Programme should empower women.	Level of participation proposed.	(0)	1	2	3	4 5
<b>Access to Transport:</b> Programme should improve access to transport.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Vulnerability and Risk:</b> Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Participation:</b> active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Access to water:</b> Programme should improve access to water.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>EFFECTS ON THE ECONOMY</b>						
<b>Growth:</b> the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0)	1	2	3	4 5
<b>Use of local materials and services:</b> Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0)	1	2	3	4 5
<b>Local retention of capital:</b> should encourage the local retention of capital.	Description of investment strategy	(0)	1	2	3	4 5
<b>Local economic linkages:</b> should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4 5
<b>INSTITUTIONAL ISSUES</b>						
Human Rights		(0)	1	2	3	4 5
Access to information		(0)	1	2	3	4 5

Education Improvement Programme							
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE					
<b>EFFECTS ON NATURAL RESOURCES</b>							
<b>Protected Areas and Wildlife:</b> Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4	5
<b>Degraded Land:</b> and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0)	1	2	3	4	5
<b>Pollution:</b> discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0)	1	2	3	4	5
<b>Rivers and Water Bodies:</b> should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4	5
<b>Climate Change:</b> the release of harmful substances like chlortoluron carbons should be avoided and minimized.	Report from the meteorological services	(0)	1	2	3	4	5
<b>EFFECTS ON SOCIAL AND CULTURAL CONDITIONS</b>							
<b>Health and Well-being:</b> the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4	5
<b>Job Creation:</b> the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0)	1	2	3	4	5
<b>Sanitation:</b> Programme should improve sanitation.	Number of people to be employed.	(0)	1	2	3	4	5
<b>Gender:</b> Programme should empower women.	Level of participation proposed.	(0)	1	2	3	4	5
<b>Access to Transport:</b> Programme should improve access to transport.	Number of the poor to be assisted.	(0)	1	2	3	4	5
<b>Vulnerability and Risk:</b> Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0)	1	2	3	4	5
<b>Participation:</b> active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0)	1	2	3	4	5
<b>Access to water:</b> Programme should improve access to water.	Number of the poor to be assisted.	(0)	1	2	3	4	5
<b>EFFECTS ON THE ECONOMY</b>							
<b>Growth:</b> the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0)	1	2	3	4	5
<b>Use of local materials and services:</b> Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0)	1	2	3	4	5
<b>Local retention of capital:</b> should encourage the local retention of capital.	Description of investment strategy	(0)	1	2	3	4	5
<b>Local economic linkages:</b> should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4	5
<b>INSTITUTIONAL ISSUES</b>							
Human Rights		(0)	1	2	3	4	5
Access to information		(0)	1	2	3	4	5

Health improvement Programme						
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE				
<b>EFFECTS ON NATURAL RESOURCES</b>						
<b>Protected Areas and Wildlife:</b> Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4 5
<b>Degraded Land:</b> and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0)	1	2	3	4 5
<b>Pollution:</b> discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0)	1	2	3	4 5
<b>Rivers and Water Bodies:</b> should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4 5
<b>Climate Change:</b> the release of harmful substances like chlortoluron carbons should be avoided and minimized.	Report from the meteorological services	(0)	1	2	3	4 5
<b>EFFECTS ON SOCIAL AND CULTURAL CONDITIONS</b>						
<b>Health and Well-being:</b> the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4 5
<b>Job Creation:</b> the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0)	1	2	3	4 5
<b>Sanitation:</b> Programme should improve sanitation.	Number of people to be employed.	(0)	1	2	3	4 5
<b>Gender:</b> Programme should empower women.	Level of participation proposed.	(0)	1	2	3	4 5
<b>Access to Transport:</b> Programme should improve access to transport.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Vulnerability and Risk:</b> Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Participation:</b> active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Access to water:</b> Programme should improve access to water.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>EFFECTS ON THE ECONOMY</b>						
<b>Growth:</b> the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0)	1	2	3	4 5
<b>Use of local materials and services:</b> Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0)	1	2	3	4 5
<b>Local retention of capital:</b> should encourage the local retention of capital.	Description of investment strategy	(0)	1	2	3	4 5
<b>Local economic linkages:</b> should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4 5
<b>INSTITUTIONAL ISSUES</b>						
Human Rights		(0)	1	2	3	4 5
Access to information		(0)	1	2	3	4 5

Vulnerability, Social and Child Protection Programme						
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE				
<b>EFFECTS ON NATURAL RESOURCES</b>						
<b>Protected Areas and Wildlife:</b> Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4 5
<b>Degraded Land:</b> and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0)	1	2	3	4 5
<b>Pollution:</b> discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0)	1	2	3	4 5
<b>Rivers and Water Bodies:</b> should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4 5
<b>Climate Change:</b> the release of harmful substances like chlortoluron carbons should be avoided and minimized.	Report from the meteorological services	(0)	1	2	3	4 5
<b>EFFECTS ON SOCIAL AND CULTURAL CONDITIONS</b>						
<b>Health and Well-being:</b> the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4 5
<b>Job Creation:</b> the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0)	1	2	3	4 5
<b>Sanitation:</b> Programme should improve sanitation.	Number of people to be employed.	(0)	1	2	3	4 5
<b>Gender:</b> Programme should empower women.	Level of participation proposed.	(0)	1	2	3	4 5
<b>Access to Transport:</b> Programme should improve access to transport.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Vulnerability and Risk:</b> Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Participation:</b> active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Access to water:</b> Programme should improve access to water.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>EFFECTS ON THE ECONOMY</b>						
<b>Growth:</b> the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0)	1	2	3	4 5
<b>Use of local materials and services:</b> Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0)	1	2	3	4 5
<b>Local retention of capital:</b> should encourage the local retention of capital.	Description of investment strategy	(0)	1	2	3	4 5
<b>Local economic linkages:</b> should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4 5
<b>INSTITUTIONAL ISSUES</b>						
Human Rights		(0)	1	2	3	4 5
Access to information		(0)	1	2	3	4 5

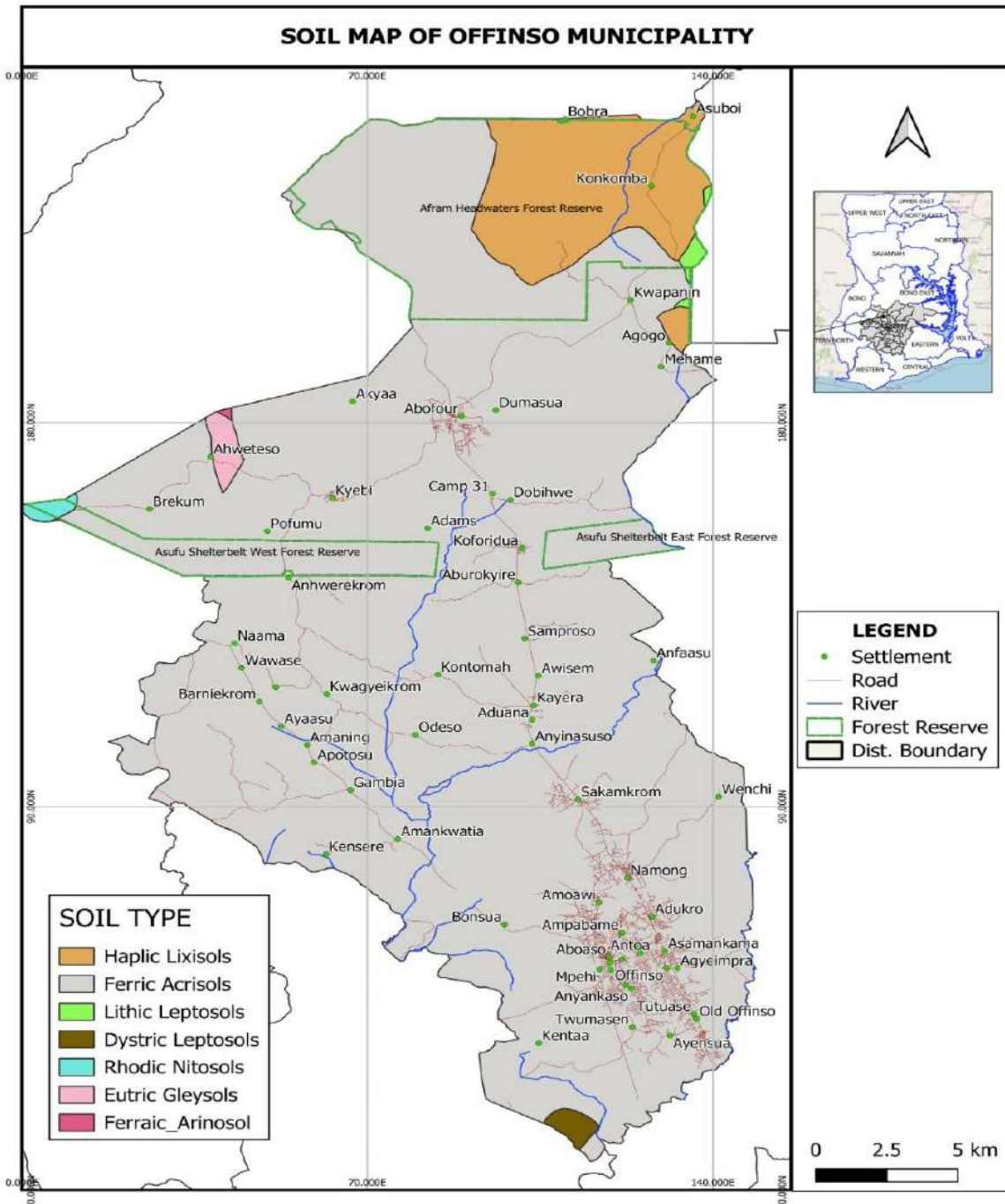
Water, Environmental Health and Sanitation Programme						
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE				
<b>EFFECTS ON NATURAL RESOURCES</b>						
<b>Protected Areas and Wildlife:</b> Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4 5
<b>Degraded Land:</b> and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0)	1	2	3	4 5
<b>Pollution:</b> discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0)	1	2	3	4 5
<b>Rivers and Water Bodies:</b> should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4 5
<b>Climate Change:</b> the release of harmful substances like chlortoluron carbons should be avoided and minimized.	Report from the meteorological services	(0)	1	2	3	4 5
<b>EFFECTS ON SOCIAL AND CULTURAL CONDITIONS</b>						
<b>Health and Well-being:</b> the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4 5
<b>Job Creation:</b> the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0)	1	2	3	4 5
<b>Sanitation:</b> Programme should improve sanitation.	Number of people to be employed.	(0)	1	2	3	4 5
<b>Gender:</b> Programme should empower women.	Level of participation proposed.	(0)	1	2	3	4 5
<b>Access to Transport:</b> Programme should improve access to transport.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Vulnerability and Risk:</b> Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Participation:</b> active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Access to water:</b> Programme should improve access to water.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>EFFECTS ON THE ECONOMY</b>						
<b>Growth:</b> the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0)	1	2	3	4 5
<b>Use of local materials and services:</b> Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0)	1	2	3	4 5
<b>Local retention of capital:</b> should encourage the local retention of capital.	Description of investment strategy	(0)	1	2	3	4 5
<b>Local economic linkages:</b> should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4 5
<b>INSTITUTIONAL ISSUES</b>						
Human Rights		(0)	1	2	3	4 5
Access to information		(0)	1	2	3	4 5

Youth and Sports Development Programme						
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE				
<b>EFFECTS ON NATURAL RESOURCES</b>						
<b>Protected Areas and Wildlife:</b> Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4 5
<b>Degraded Land:</b> and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0)	1	2	3	4 5
<b>Pollution:</b> discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0)	1	2	3	4 5
<b>Rivers and Water Bodies:</b> should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4 5
<b>Climate Change:</b> the release of harmful substances like chlortoluron carbons should be avoided and minimized.	Report from the meteorological services	(0)	1	2	3	4 5
<b>EFFECTS ON SOCIAL AND CULTURAL CONDITIONS</b>						
<b>Health and Well-being:</b> the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4 5
<b>Job Creation:</b> the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0)	1	2	3	4 5
<b>Sanitation:</b> Programme should improve sanitation.	Number of people to be employed.	(0)	1	2	3	4 5
<b>Gender:</b> Programme should empower women.	Level of participation proposed.	(0)	1	2	3	4 5
<b>Access to Transport:</b> Programme should improve access to transport.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Vulnerability and Risk:</b> Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Participation:</b> active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Access to water:</b> Programme should improve access to water.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>EFFECTS ON THE ECONOMY</b>						
<b>Growth:</b> the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0)	1	2	3	4 5
<b>Use of local materials and services:</b> Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0)	1	2	3	4 5
<b>Local retention of capital:</b> should encourage the local retention of capital.	Description of investment strategy	(0)	1	2	3	4 5
<b>Local economic linkages:</b> should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4 5
<b>INSTITUTIONAL ISSUES</b>						
Human Rights		(0)	1	2	3	4 5
Access to information		(0)	1	2	3	4 5

Sister Cities Relations Programme						
CRITERIA-BASIC AIMS AND OBJECTIVES	INDICATORS	PERFORMANCE MEASURE				
<b>EFFECTS ON NATURAL RESOURCES</b>						
<b>Protected Areas and Wildlife:</b> Should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	(0)	1	2	3	4 5
<b>Degraded Land:</b> and areas vulnerable to degradation should be avoided. Already degraded land should be enhanced.	Vulnerable areas shown on maps	(0)	1	2	3	4 5
<b>Pollution:</b> discharges of pollutants and waste products into the atmosphere, water and land should be avoided.	Quantity and types of materials to be assessed.	(0)	1	2	3	4 5
<b>Rivers and Water Bodies:</b> should retain their natural character.	Minimum flows/ water levels to be set	(0)	1	2	3	4 5
<b>Climate Change:</b> the release of harmful substances like chlortoluron carbons should be avoided and minimized.	Report from the meteorological services	(0)	1	2	3	4 5
<b>EFFECTS ON SOCIAL AND CULTURAL CONDITIONS</b>						
<b>Health and Well-being:</b> the Programme should benefit the workforce and communities in terms of nutrition, shelter, education, well-being and cultural expression.	Number of people exposed to water borne disease, or lacking adequate food and shelter to be assessed.	(0)	1	2	3	4 5
<b>Job Creation:</b> the Programme should provide jobs for local people particularly women and young people.	Number of women to be empowered.	(0)	1	2	3	4 5
<b>Sanitation:</b> Programme should improve sanitation.	Number of people to be employed.	(0)	1	2	3	4 5
<b>Gender:</b> Programme should empower women.	Level of participation proposed.	(0)	1	2	3	4 5
<b>Access to Transport:</b> Programme should improve access to transport.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Vulnerability and Risk:</b> Programme should avoid floods, bushfire, drought, crises & conflicts and epidemics.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Participation:</b> active participation and involvement of local communities should be encouraged.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>Access to water:</b> Programme should improve access to water.	Number of the poor to be assisted.	(0)	1	2	3	4 5
<b>EFFECTS ON THE ECONOMY</b>						
<b>Growth:</b> the Programme should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated.	(0)	1	2	3	4 5
<b>Use of local materials and services:</b> Programme should result in the use of raw materials & services from local industries where possible.	Description of sources.	(0)	1	2	3	4 5
<b>Local retention of capital:</b> should encourage the local retention of capital.	Description of investment strategy	(0)	1	2	3	4 5
<b>Local economic linkages:</b> should encourage the development of downstream industries, utilizing local raw materials, products and labour.	Description of investment strategy	(0)	1	2	3	4 5
<b>INSTITUTIONAL ISSUES</b>						
Human Rights		(0)	1	2	3	4 5
Access to information		(0)	1	2	3	4 5

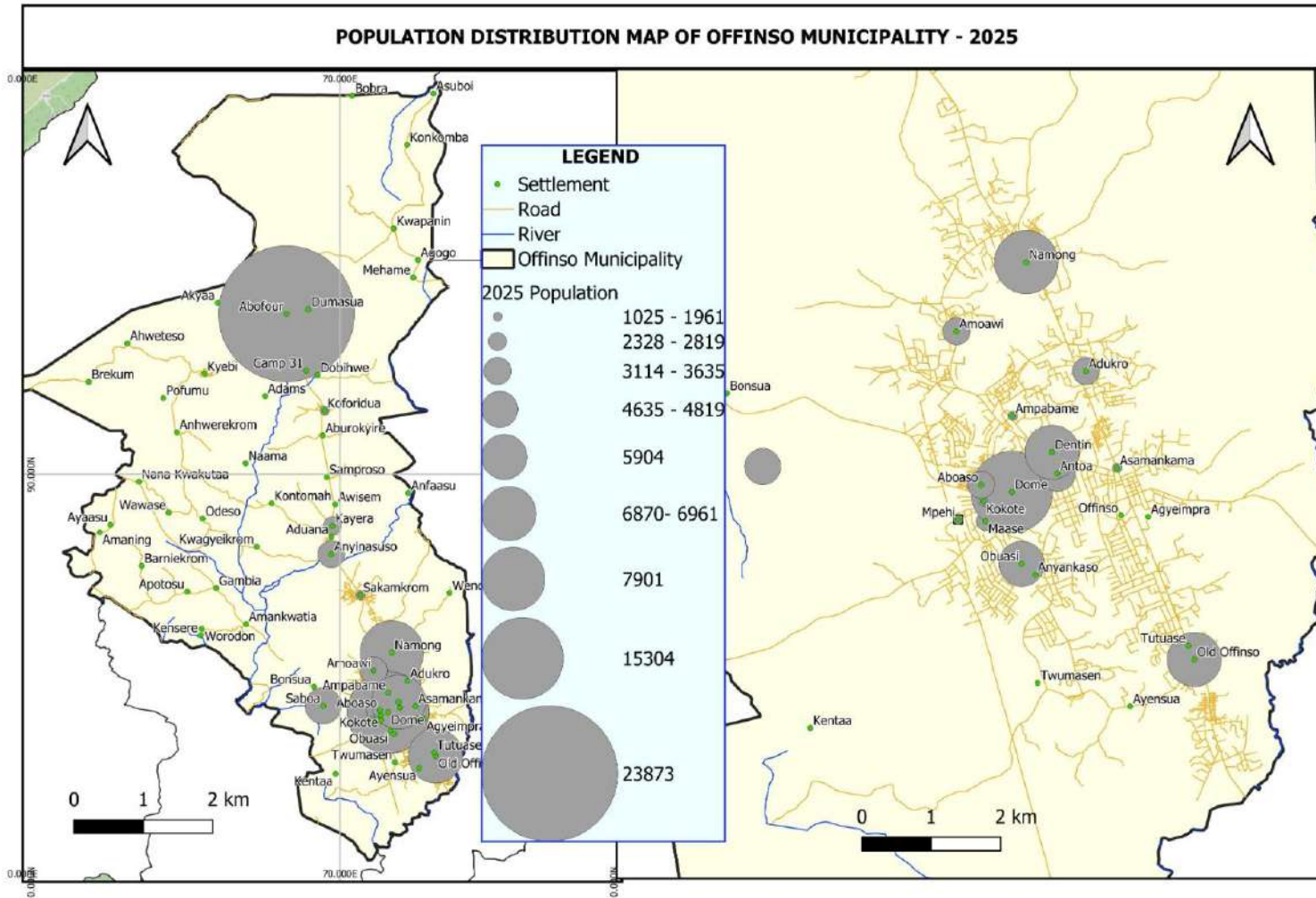
Source: MPCU, OMA, 2025

## ANNEX 9: SOIL MAP OF OFFINSO MUNICIPALITY



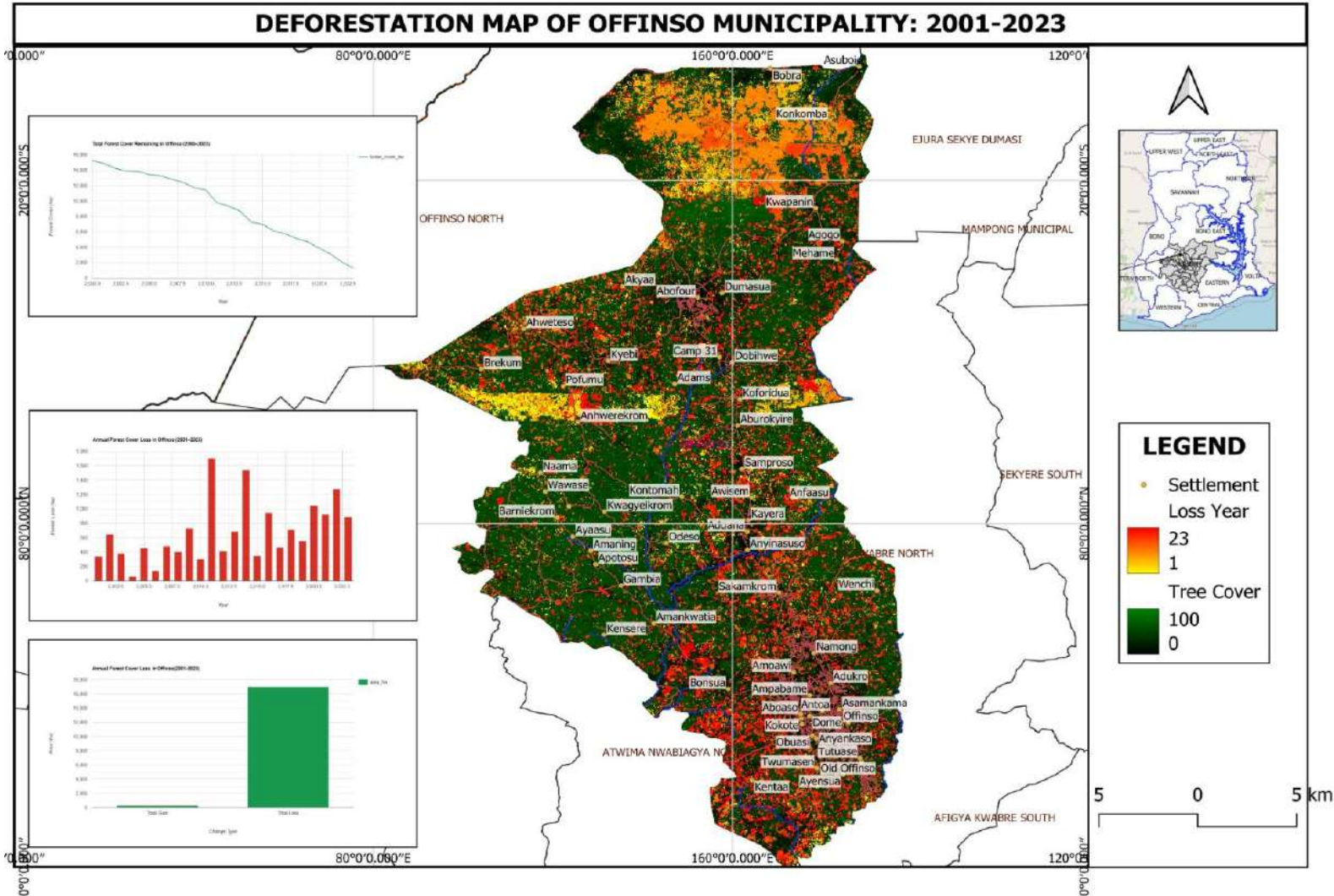
Source: MPCU, OMA, 2025

## ANNEX 10: POPULATION DISTRIBUTION MAP OF OFFINSO MUNICIPALITY



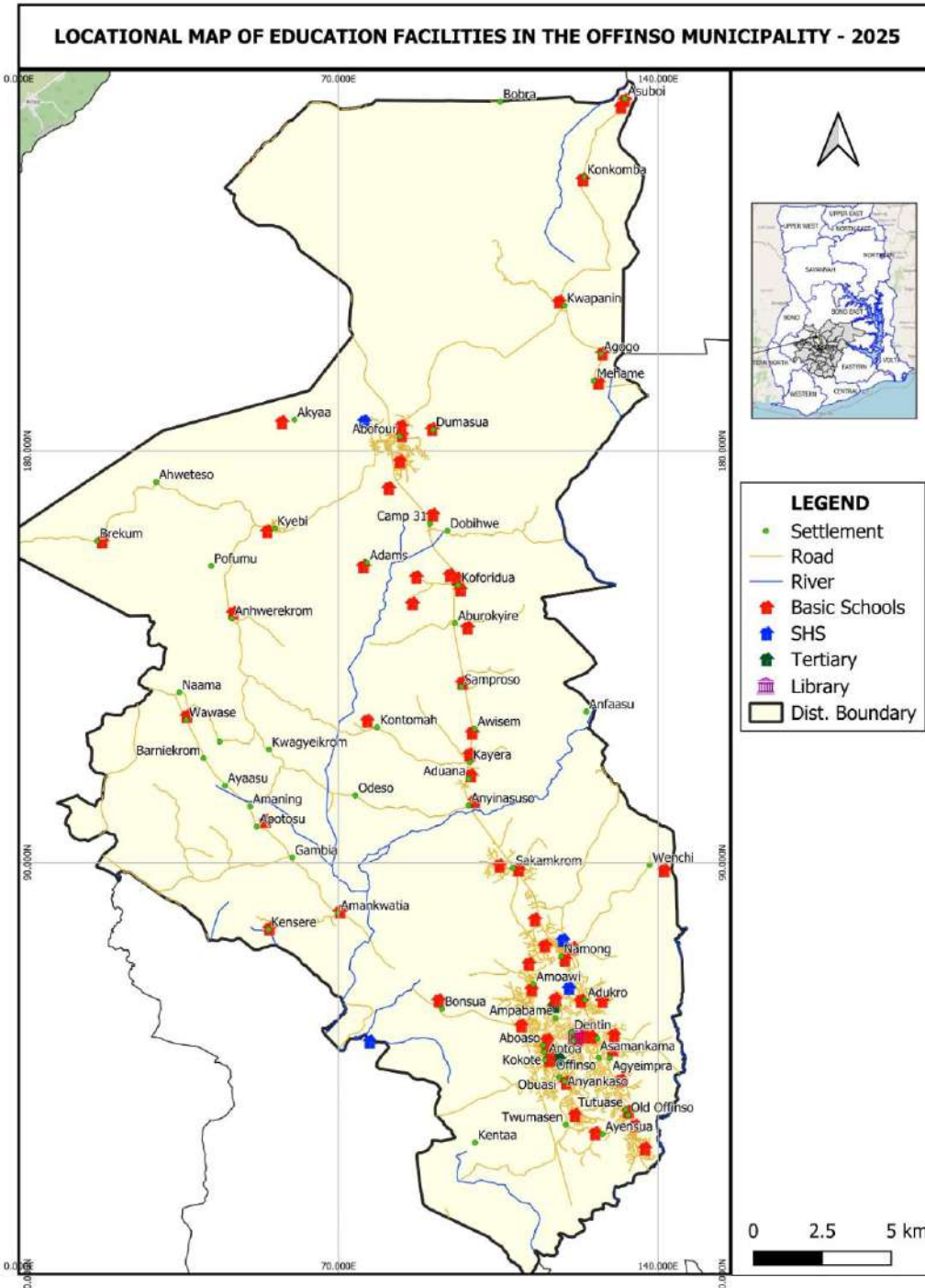
Source: MPCU, OMA, 2025

# ANNEX 11: DEFORESTATION MAP



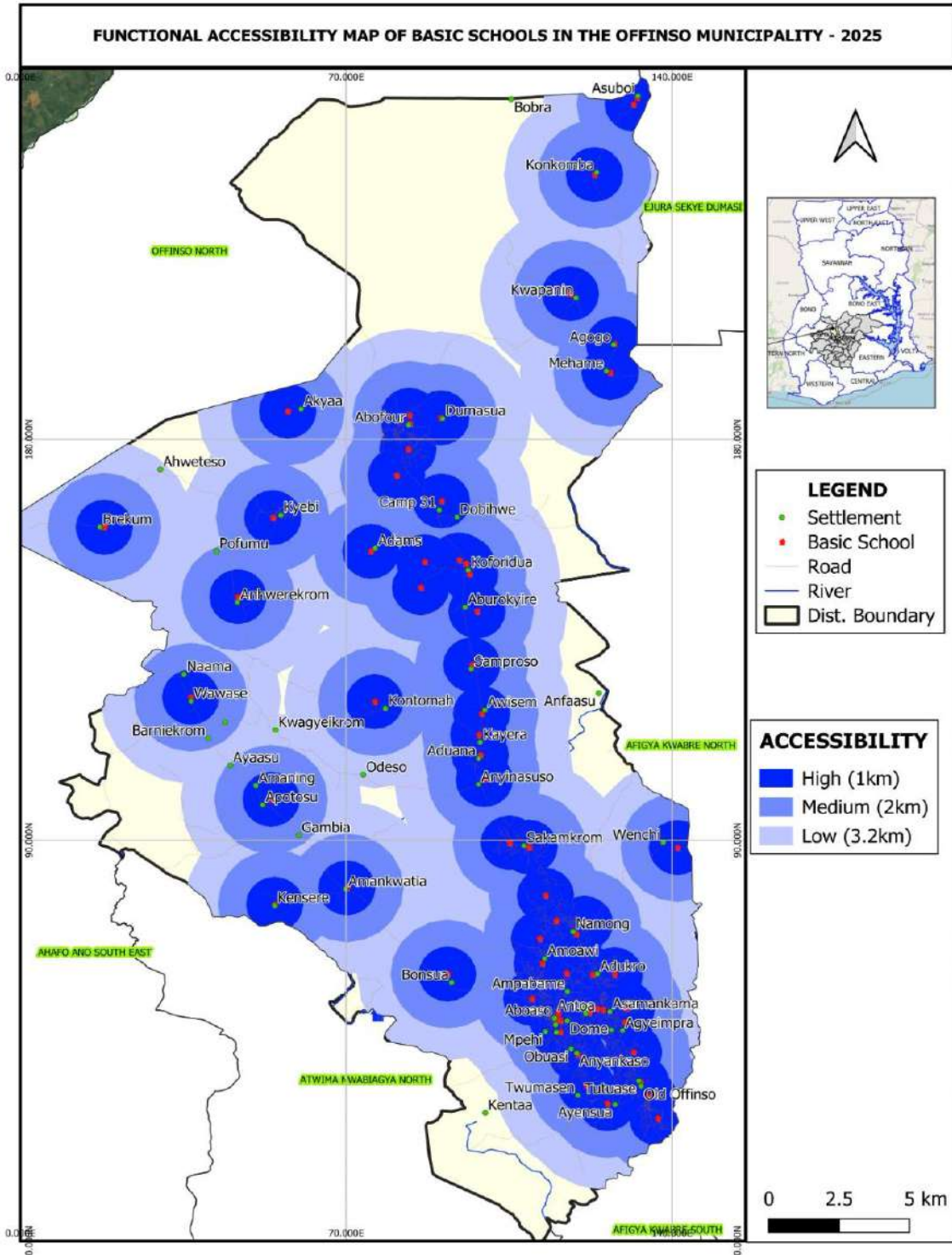
Source: MPCU, OMA, 2025

## ANNEX 12: LOCATION MAP OF EDUCATIONAL FACILITIES



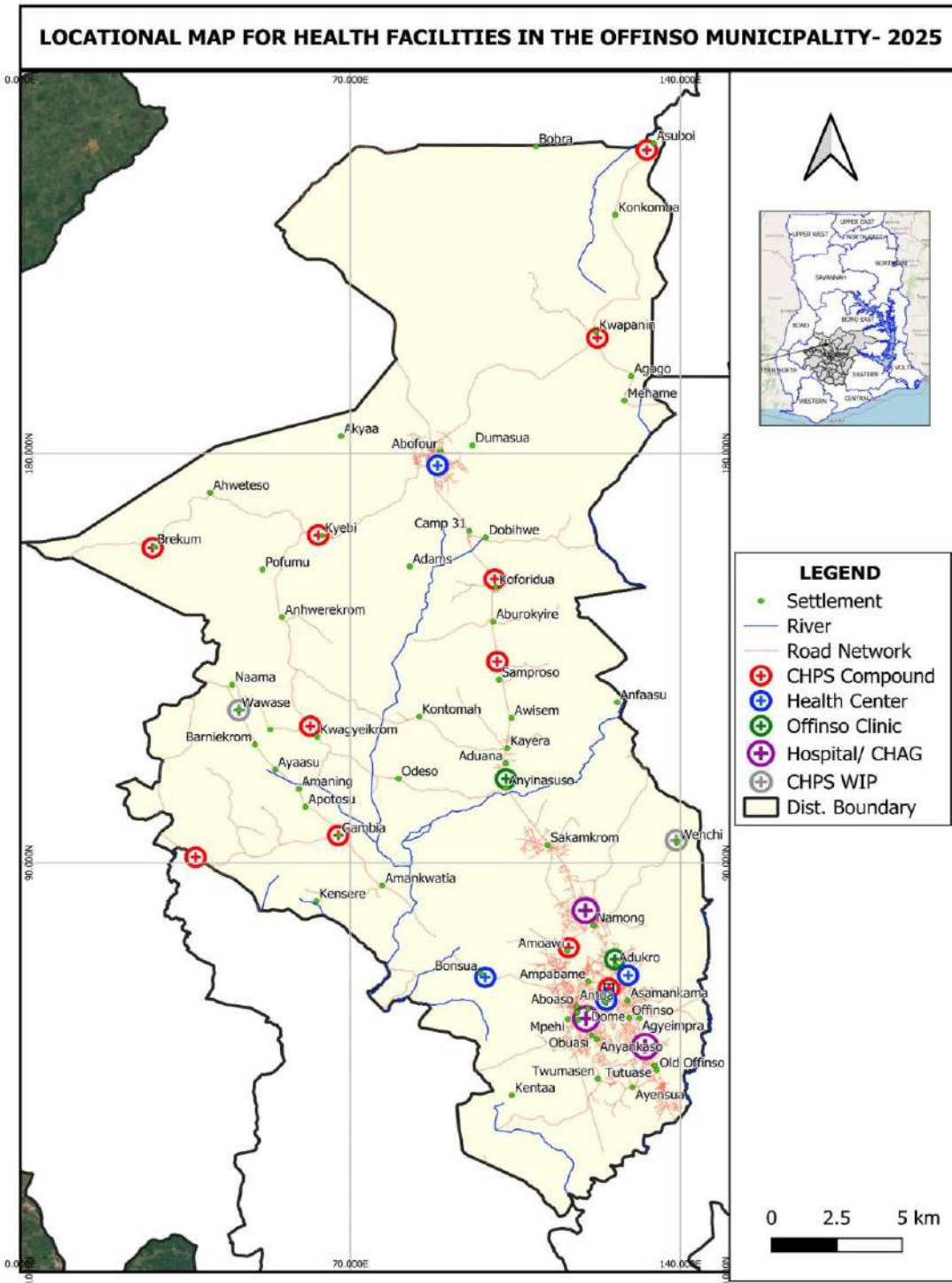
Source: MPCU, OMA, 2025

## ANNEX 13: FUNCTIONAL ACCESSIBILITY MAP OF BASIC SCHOOLS



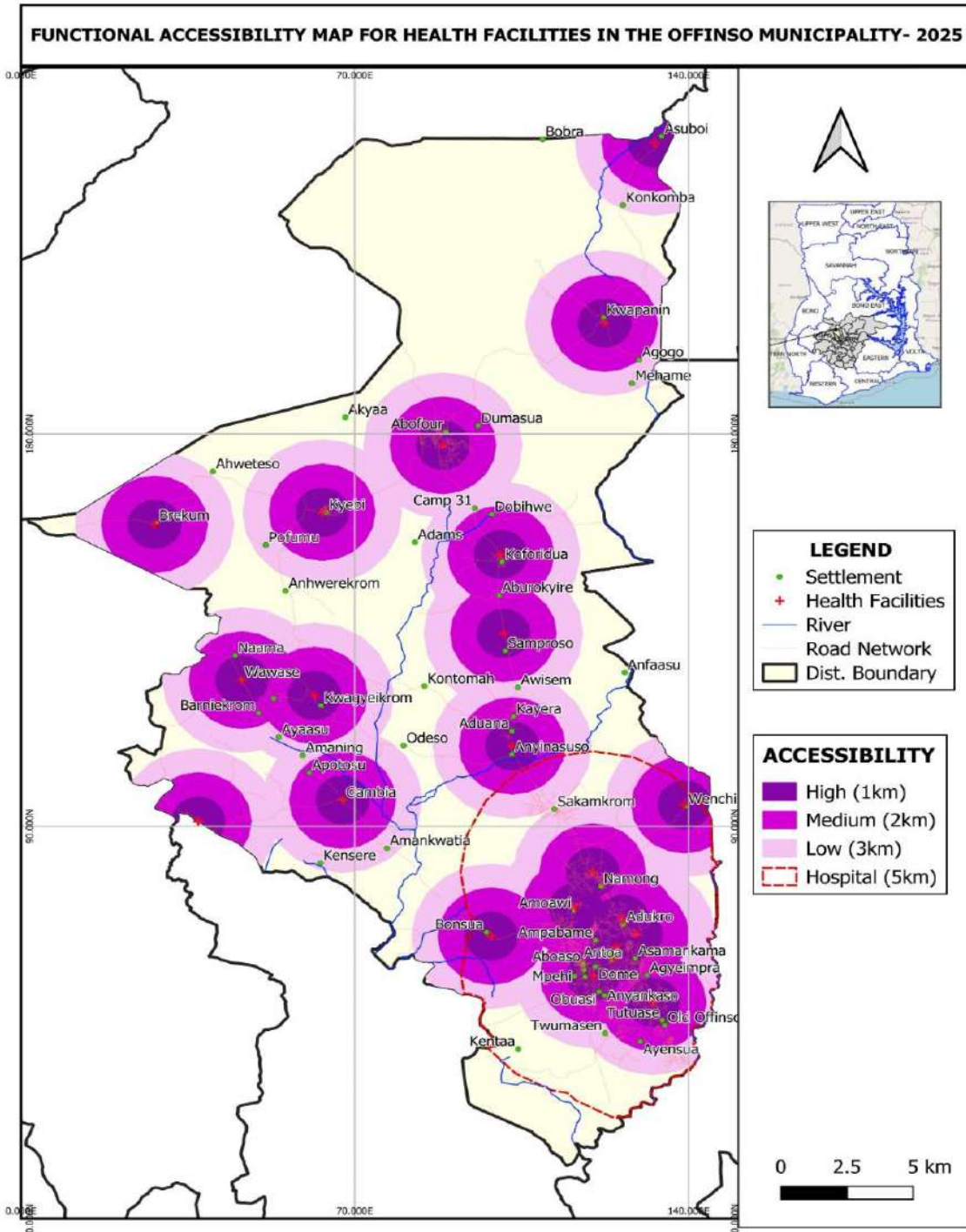
Source: MPCU, OMA, 2025

## ANNEX 14: LOCATIONAL MAP FOR HEALTH FACILITIES



Source: MPCU, OMA, 2025

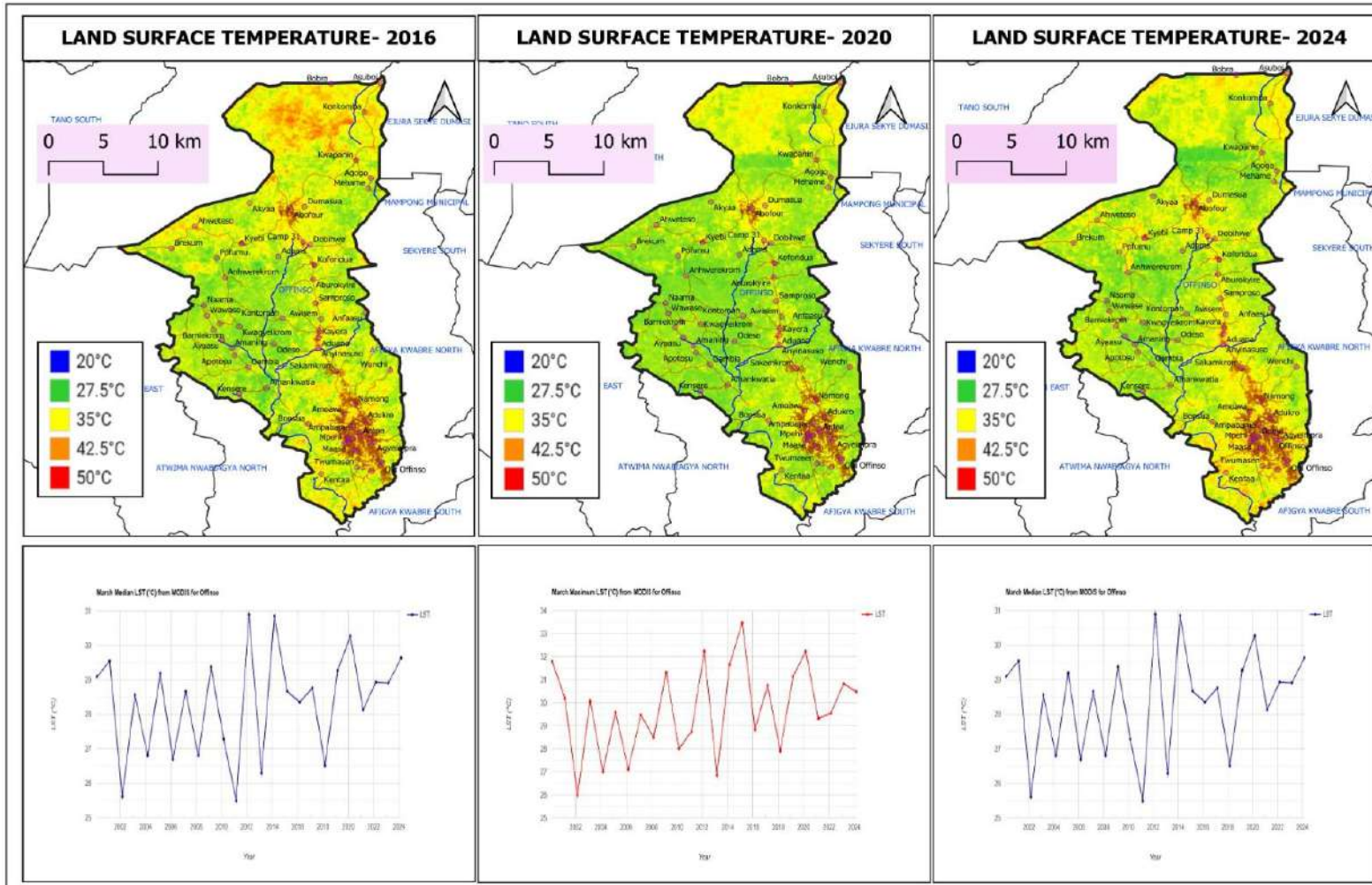
# ANNEX 15: FUNCTIONAL ACCESSIBILITY MAP FOR HEALTH FACILITIES



Source: MPCU, OMA, 2025



## ANNEX 17: LAND SURFACE TEMPERATURE MAP



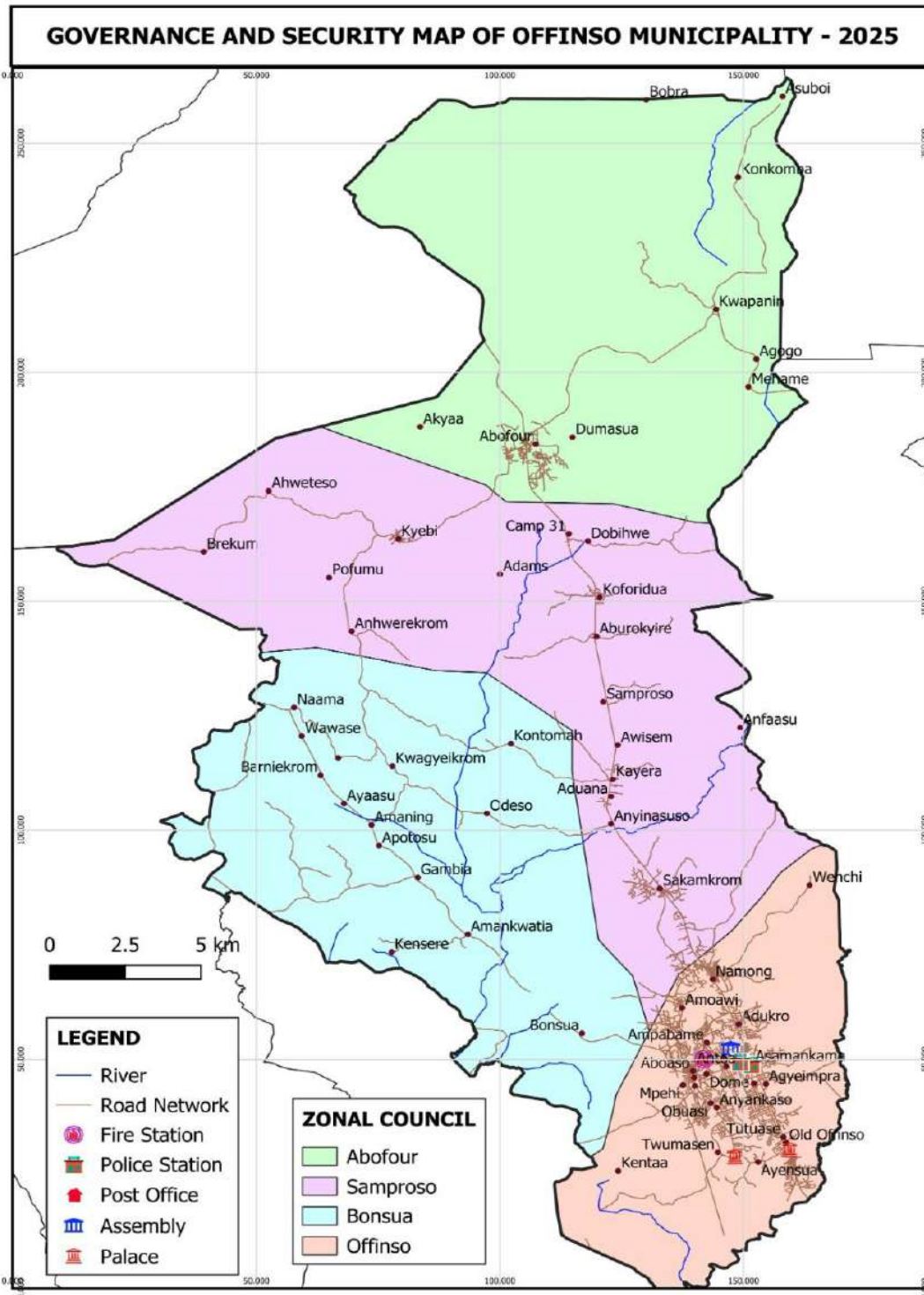
Source: MPCU, OMA, 2025

## ANNEX 18: ROAD CLASSIFICATION MAP



Source: MPCU, OMA, 2025

## ANNEX 19: GOVERNANCE AND SECURITY MAP



Source: MPCU, OMA, 2025

## ANNEX 20: GLOSSARY

<b>Term</b>	<b>Definition</b>
Annual Action Plan (AAP)	A yearly operational plan derived from the Medium-Term Development Plan, detailing specific programmes, projects, activities, timelines, budgets, and responsible institutions for implementation within a given year.
Baseline Data	Initial data collected at the beginning of the planning period and used as a reference point for measuring progress and performance during implementation.
Climate Resilience	The ability of communities, systems, and institutions within the Municipality to anticipate, absorb, adapt to, and recover from climate-related shocks and stresses.
Composite Programme	An integrated set of interrelated programmes and projects across sectors designed to address development challenges in a coordinated manner.
Decentralised Departments	Government departments operating at the municipal level under the authority of the Assembly and responsible for sector-specific service delivery.
Development Priority	A critical development issue or need identified through situational analysis and stakeholder consultations for focused intervention during the plan period.
District Assemblies Common Fund (DACF)	A statutory fund allocated from national revenue to Metropolitan, Municipal, and District Assemblies to support local development initiatives.
Evidence-Based Planning	A planning approach that uses data, performance reviews, and situational analysis to inform decision-making and prioritisation of development interventions.
Good Governance	The transparent, accountable, participatory, and effective management of public resources and institutions to promote equitable development.
Implementation Framework	The institutional arrangements, roles, responsibilities, timelines, and coordination mechanisms established to guide execution of the MTDP.
Inclusive Development	A development approach that ensures equitable access to opportunities, resources, and services for all population groups, particularly vulnerable persons.
Indicator	A measurable variable used to assess progress, performance, and outcomes of programmes and projects under the MTDP.
Internally Generated Funds (IGF)	Revenue mobilised by the Assembly from local sources such as rates, fees, licences, rents, and investments to finance development activities.
Local Economic Development (LED)	A collaborative process through which the Assembly, private sector, and communities stimulate economic growth, employment, and improved livelihoods.

Medium-Term Development Plan (MTDP)	A four-year strategic planning document outlining the Municipality's development vision, goals, objectives, strategies, programmes, and projects in alignment with national policy.
Monitoring and Evaluation (M&E)	A systematic process of tracking implementation, assessing results, and using findings to improve decision-making, accountability, and performance.
Municipal Planning Coordinating Unit (MPCU)	The statutory technical body responsible for coordinating development planning, monitoring, evaluation, and reporting activities within the Assembly.
Needs Assessment	A systematic process of identifying gaps between existing conditions and desired development outcomes to inform planning and prioritisation.
Participatory Planning	A planning approach that actively involves stakeholders, including communities and institutions, in identifying needs and making development decisions.
Performance Review	An assessment of the extent to which planned programmes and projects were implemented and achieved intended results during a previous planning period.
Programme of Action	A set of planned interventions designed to achieve specific development objectives within a defined timeframe.
Service Delivery	The provision of social, economic, and administrative services by the Assembly and its decentralised departments to improve the well-being of residents.
Situational Analysis	A comprehensive assessment of the Municipality's socio-economic, environmental, and institutional conditions used to identify challenges and opportunities.
Sustainable Development	Development that meets present needs without compromising the ability of future generations to meet their own needs, balancing economic, social, and environmental considerations.
Vulnerable Groups	Population segments at increased risk of exclusion or deprivation, including the poor, women, children, the elderly, persons with disabilities, and marginalised communities.

## ANNEX 21: PUBLIC HEARING REPORTS

## **OFFINSO MUNICIPAL ASSEMBLY**

### **PREPARATION OF DISTRICT MEDIUM-TERM DEVELOPMENT PLAN (DMTDP 2026 – 2029)**

#### **FIRST (1ST) MAJOR PUBLIC HEARING REPORT**

Name of District: Offinso Municipal

Region: Ashanti

Name of Town/Zonal/Area Council: Offinso Zonal Council

Venue: Assembly Hall, New Town

Date: 18th September, 2025

#### **MEDIUM OF INVITATION**

- Formal invitation letters
- Announcements at community information centres
- Notices at zonal council offices and market centres

#### **NAMES OF SPECIAL / INTEREST GROUPS & INDIVIDUALS INVITED**

- Hon. Municipal Chief Executive
- Hon. Presiding Member
- Hon. Member of Parliament, Offinso South Constituency
- Municipal Coordinating Director
- All Heads of Departments and Decentralised Agencies
- Members of the Municipal Security Council (MUSEC)
- Ghana Federation of Disability Organisations (GFDO), Offinso
- Women Groups and Faith-Based Organisations
- Assembly Members and Unit Committees (Offinso, Abofour, Samproso, Bonsua)
- Youth Associations and Sports Clubs
- Market Women Associations (New Offinso, Abofour, Anyinasusu, Kokote)
- Transport Unions (GPRTU and Pragia Riders)
- Representatives of Traditional Authorities

#### **IDENTIFIABLE REPRESENTATION AT HEARING**

- Offinso Traditional Council and Elders
- Area and Divisional Chiefs
- Regional Planning Coordinating Unit (RPCU), Ashanti Region
- Representatives of Political Parties
- Civil Society Organisations (CSOs)
- Farmer-Based Organisations (FBOs)
- Trade and Artisan Associations

## **TOTAL NUMBER OF PERSONS AT HEARING**

182

## **GENDER RATIO / PERCENTAGE REPRESENTED**

Male: 103 (57%)

Female: 79 (43%)

## **LANGUAGE USED AT HEARING**

Asante Twi and English

## **MAJOR ISSUES RAISED AT THE PUBLIC HEARING**

- Inadequate potable water supply in newly developing communities
- Limited household toilet coverage and persistence of open defecation
- Poor condition of feeder and urban roads, particularly in peri-urban and rural areas
- Youth unemployment and limited access to employable skills and TVET training
- Inadequate health facilities and staff accommodation in some communities
- Rising cases of flooding due to poor drainage and uncontrolled development
- Weak enforcement of development control and land use regulations
- Limited market infrastructure and storage facilities for agricultural produce

## **MAIN CONTROVERSIES AND MAJOR AREAS OF COMPLAINT**

- Delays in the completion of ongoing infrastructure projects
- Inadequate maintenance of completed Assembly assets
- Perceived inequitable distribution of development projects
- Unstable electricity supply in some communities and lack of transformers
- Environmental degradation resulting from sand winning and deforestation
- Weak sanitation service delivery and irregular waste collection

## **DEVELOPMENT PROPOSALS FROM THE PUBLIC**

- Expansion of water systems and mechanised boreholes in underserved areas
- Construction of additional household and public sanitation facilities
- Rehabilitation and upgrading of critical feeder and urban roads
- Expansion of TVET and skills development programmes for youth and women
- Strengthening of development control and enforcement of planning regulations
- Improvement in waste management systems and promotion of recycling initiatives
- Completion and operationalisation of stalled health and education projects
- Strengthening of disaster preparedness and climate adaptation measures

## **UNRESOLVED QUESTIONS OR QUERIES**

- Timely release of funds for project implementation

- Sustainability and maintenance of completed projects
- Strengthening monitoring and supervision of contractors
- Enforcement of revenue mobilisation and compliance strategies
- Strengthening coordination among decentralised departments

## CONCLUSION

The public hearing recorded active participation from traditional authorities, opinion leaders, civil society organisations, women and youth groups, and Assembly members. The issues, concerns, and proposals raised are consistent with the findings of the performance review of the 2022–2025 MTDP, the situational analysis, and the community needs assessment. Inputs from the hearing have been documented and will inform the prioritisation of programmes and projects under the 2026–2029 Medium-Term Development Plan. Outstanding issues will be subjected to further technical analysis and stakeholder consultations.

## ASSENT TO ACCEPTANCE OF PUBLIC HEARING REPORT

No.	Name	Designation	Signature
1	Hon. Frank Owusu Amoah	Municipal Chief Executive	
2	Abdul-Majeed Mohammed	MCD	
3	Hon. Kwabena Nsiah	Presiding Member	
4	Hon. Sumaila Zakari	Chairperson, Development Planning Sub-Committee	
5	Ebenezer Kwame Amofah	Municipal Planning Officer	

## OFFINSO MUNICIPAL ASSEMBLY

### PREPARATION OF DISTRICT MEDIUM-TERM DEVELOPMENT PLAN

**(DMTDP 2026 – 2029)**

## **SECOND (2ND) MAJOR PUBLIC HEARING REPORT**

Name of District: Offinso Municipal

Region: Ashanti

Name of Town/Zonal/Area Council: Abofour Zonal Council

Venue: Pentecost Church, Abofour

Date: 22nd October, 2025

### **MEDIUM OF INVITATION**

- Formal invitation letters
- Announcements at community information centres
- Notices at zonal council offices, churches, mosques and market centres

### **NAMES OF SPECIAL / INTEREST GROUPS & INDIVIDUALS INVITED**

- Hon. Municipal Chief Executive
- Hon. Presiding Member
- Hon. Member of Parliament, Offinso South Constituency
- Municipal Coordinating Director
- All Heads of Departments and Decentralised Agencies
- Assembly Members and Unit Committees (Offinso, Abofour, Samproso, Bonsua)
- Ghana Federation of Disability Organisations (GFDO), Offinso
- Women Groups and Faith-Based Organisations
- Youth Groups and Sports Associations
- Market Women Associations (Abofour, Kokote, Anyinasusu, New Offinso)
- Transport Unions (GPRTU and Pragia Riders)
- Landlords and Landladies Associations
- Farmer-Based Organisations (FBOs)

### **IDENTIFIABLE REPRESENTATION AT HEARING**

- Representatives of Offinso Traditional Council and Elders
- Nana Abofourhene and Elders
- Nana Kokotehene and Elders
- Regional Planning Coordinating Unit (RPCU), Ashanti Region
- Representatives of Political Parties
- Civil Society Organisations (CSOs)
- Trade and Artisan Associations

### **TOTAL NUMBER OF PERSONS AT HEARING**

204

## **GENDER RATIO / PERCENTAGE REPRESENTED**

Male: 112 (55%)

Female: 92 (45%)

## **LANGUAGE USED AT HEARING**

Asante Twi and English

## **PRESENTATION OF DRAFT MEDIUM-TERM DEVELOPMENT PLAN (2026–2029)**

The following components of the draft MTDP were presented to stakeholders:

- Overview of the 2026–2029 MTDP and planning context
- Key development challenges identified from the performance review and situational analysis
- Development focus areas and strategic objectives
- Priority programmes and projects under economic, social, environmental, infrastructure, governance and emergency preparedness sectors
- Resource mobilisation strategies and indicative financing arrangements
- Monitoring, evaluation and reporting framework
- Communication and stakeholder engagement strategy

## **KEY ISSUES AND FEEDBACK FROM STAKEHOLDERS**

- Support for prioritisation of roads, water, sanitation and electricity expansion
- Concerns about youth unemployment and limited access to vocational and technical skills
- Need to strengthen agricultural value chains, storage facilities and market access
- Calls for improved health and education infrastructure in peri-urban communities
- Environmental concerns including flooding, waste management and sand winning
- Need for stronger enforcement of spatial planning and development control
- Strengthening disaster preparedness and emergency response systems

## **SUGGESTED WAY FORWARD**

- Promotion of local economic development and job creation initiatives
- Expansion of TVET, entrepreneurship and skills training for youth and women
- Improvement of basic infrastructure including roads, water, sanitation and electricity
- Strengthening social protection and child welfare programmes
- Mainstreaming climate change adaptation and disaster risk reduction
- Strengthening revenue mobilisation and financial management systems

## **ALTERNATIVE AND COMPLEMENTARY STRATEGIES PROPOSED**

- Public–Private Partnerships (PPPs) for market and infrastructure development

- Value addition and agro-processing to support AfCFTA participation
- Community-led sanitation and environmental management initiatives
- Enhanced collaboration with traditional authorities on land management
- Strengthening security, road safety and community policing

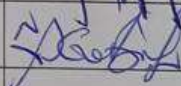
### **OTHER MATTERS AND ADDITIONAL SUGGESTIONS**

- Revitalization of sub-district structures and zonal councils
- Digitization of revenue collection and records management
- Enforcement of Assembly bye-laws and development control regulations
- Participatory monitoring and evaluation involving community stakeholders

### **CONCLUSION**

The second public hearing provided an opportunity to validate the draft Medium-Term Development Plan (2026–2029) and deepen stakeholder engagement. The inputs and recommendations received were largely consistent with issues identified in the first public hearing, the performance review of the 2022–2025 MTDP, and the situational analysis. The Assembly assured stakeholders that all relevant comments would be integrated into the final MTDP to ensure inclusiveness, transparency and alignment with national development priorities.

### **ASSENT TO ACCEPTANCE OF PUBLIC HEARING REPORT**

No.	Name	Designation	Signature
1	Hon. Frank Owusu Amoah	Municipal Chief Executive	
2	Abdul-Majeed Mohammed	MCD	
3	Hon. Kwabena Nsiah	Presiding Member	
4	Hon. Sumaila Zakari	Chairperson, Development Planning Sub-Committee	
5	Ebenezer Kwame Amofah	Municipal Planning Officer	

