



**OFORIKROM  
MUNICIPAL ASSEMBLY**

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Our Ref. No: Ofma-01/20/02/03

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THE DIRECTOR GENERAL  
NATIONAL DEVELOPMENT PLANNING COMMISSION  
**ACCRA**

**SUBMISSION OF REVIEWED 2026-2029 MEDIUM TERM DEVELOPMENT  
PLAN**

I submit herewith, the Reviewed 2026-2029 Medium Term Development Plan of Oforikrom Municipal Assembly for your information and necessary action.

Counting on your usual co-operation.

Thank you.

  
**KWASI MINTAH OWUSU**  
(MUNICIPAL CO-ORDINATING DIRECTOR)  
FOR: MUNICIPAL CHIEF EXECUTIVE

Cc: The Hon. Regional Minister  
Ashanti Regional Co-ordinating Council  
**Kumasi**

Regional Economic Planning Officer  
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# **OFORIKROM MUNICIPAL ASSEMBLY**



## **MEDIUM-TERM DEVELOPMENT PLAN**

**(2026-2029)**

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

**PREPARED BY:**

**MUNICIPAL PLANNING CO-ORDINATING UNIT**

**AUGUST, 2025**

## FOREWORD

The preparation of the Oforikrom Municipal Assembly's 2026 -2029 Medium -Term Development Plan (MTDP) is in fulfillment of the constitutional and legislative mandate of the National Development Planning (System) Act, 1994 (Act480). This Act requires the Municipal Assembly to formulate appropriate policies, strategies, and programmes that align with national development objectives and priorities.

In compliance with this mandate, the Oforikrom Municipal Assembly has developed this Medium – Term Development Plan (MTDP) through a participatory and inclusive process, engaging key stakeholders including Assembly members, Traditional leaders, Civil Society Organizations, private sector entities and residents of the municipality. This plan provides a framework for resource allocation, implementation, monitoring and evaluation, ensuring that all development interventions are aligned with national priorities and the needs of all citizens.

Through this MTDP, Oforikrom Municipal Assembly will be achieving sustainable development by improving the quality of life of residents, contributing to the realization of the national's development aspirations, through practical and results-driven strategies to tackle challenges related to health, education, infrastructure and sanitation. The total cost for implementation is estimated at **GH¢105,397,419.57**, emphasizing our determination to execute meaningful impact across all sectors. We extend our profound gratitude to the Municipal Planning Coordinating Unit (DPCU), sub-committees, area councils, and all development partners whose contributions shaped this document. This Plan for the next four (4) years serves as a roadmap for action and collaboration. We call on all stakeholders—public, private, and community-based—to work with the Assembly to achieve the objectives and over goal.

Together, we can build a Municipality that is inclusive, resilient, and prosperous.



.....

HON. ANWEL SADAT AHMED  
MUNICIPAL CHIEF EXECUTIVE  
OFORIKROM MUNICIPAL ASSEMBLY

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### **List of Acronyms**

APR- Annual Percentage Rate

ABFA- Annual Budget Funding Amount

BCG- Bacile Calmette-Guerin

BAC- Business Advisory Centre  
CWC- Child Welfare Clinic  
CBD- Central Business District  
CWSA- Community Water and Sanitation  
CSR- Corporate Social Responsibility  
CATs- Community Accountability Teams  
CSO- Civil Society Organization  
CBO- Central Bank of Ghana  
CCTV- Closed Circuit Television  
CIC- Community Information Centre  
CAP- Community Action Plan  
CDD- Centre for Democratic Development  
CHAG- Community Health Action Group  
CHPS- Community-Based Health Planning and Services  
DA- District Assembly  
DACF- District Assemblies Common Fund  
DPs-Development Partners  
DDDP- District Development Data platform  
DRIP- District Road Improvement Program  
ECG- Electricity Company of Ghana  
EPA- Environmental Protection Agency  
FBO- Farmer Based Organizations  
GSM- Global Systems for Communication

GOG- Government of Ghana

GES- Ghana Education Service

GHS- Ghana Health Service

GEA- Ghana Enterprise Agency

**GFS**- Ghana National Fire service

GIZ- Deutsche Gesellschaft für Internationale Zusammenarbeit

GMT- Greenwich Mean Time

GWCL- Ghana Water Company Limited

GETFund- Ghana Education Trust Fund

GIFMIS- Ghana Integrated Financial Management Information System

IGF- Internally Generated Fund

IT- Information Technology

ICT- Information, Communication and Technology

IPV- Inactivated Polio Vaccine

ISO- International Organization for Standardization

KNUST- Kwame Nkrumah University of Science and Technology

K1TPP- Kumasi 1 Thermal Power Plant

KMA- Kumasi Metropolitan Assembly

KPIs- Key Performance Indicators

LEAP- Livelihood Empowerment Against Poverty

LPG- Liquefied Petroleum Gas

LED- Local Economic Development

MDA- Ministry, Department and Agencies

MMDAs- Metropolitan, Municipal and District Assemblies

MDPT- Medium Term Development Plan

MA- Municipal Assembly

MCE- Municipal Chief Executive

MCD- Municipal Coordinating Director

MSHAP- Multi-Sectoral HIV&AIDS Programme

MIS- Management Information Systems

MPO- Metropolitan Planning Organisation

MTN- Mobile Telephone Network

M&E-Monitoring and Evaluation

MLGRD- Ministry of Local Government and Rural Development

MP- Member of Parliament

MCD- Municipal/Metropolitan Coordinating Director

MASLOC- Microfinance and Small Loans Centre

MPCU- Municipal Planning Coordinating Unit

NHIA- National Health Insurance Authority

NCCE- National Commission for Civic Education

NEIP- National Entrepreneurship and Innovation Program

NACAP- National Anti-Corruption Action Plan

NDPC-National Development Planning Commission

NGOs- Non-Governmental Organisations

NADMO- National Disaster Management Organisation

NHIS- National Health Insurance Scheme

NYA: National Youth Authority

OPV- Oral Polio Vaccine

OPD- Outpatient Department

OHLGS-Office of the Head of Local Government Service

OFMA- Oforikrom Municipal Assembly

PPPs- Public Private Partnerships

PM&E- Participatory Monitoring and Evaluation

PHC- Population and Housing Census

PSD- Private Sector Development

PJF: Planting for Food and Jobs

PCV- Packed Cell Volume

PWDs- Persons with Disabilities

PTA- Parents Teachers Association

PFM- Public Financial Management

Q&A – Questions and Answers

RHC- Residential Homes for Children

RFG-Responsiveness Factor Grant

RCC- Regional Coordinating Council

SMEs- Small and Medium- Scale Enterprises

SDGs-Sustainable Development Goals

SMCs- School Maintenance Committees

SEA- Strategic Environmental Assessment

SWCD- Social Welfare and Community Development

SMS- Short Message Service

SWOT- Strengths, Weaknesses, Opportunities and Threats

SHS- Senior High School

UTIU- Urinary Tract Infection

URTI- Upper Respiratory Tract Infection

UNICEF-United Nations Children's Fund

UN- United Nations

## **Acknowledgements**

This Medium-Term Development Plan was prepared by the Oforikrom Municipal Planning Coordinating Unit. The Planning team extends its profound gratitude to the Almighty God for his protection, wisdom and guidance throughout the preparation of the 2026 -2029 Medium Term Development Plan.

The Oforikrom Municipal Assembly expresses its deepest gratitude to the following individuals, organizations, and stakeholders for their invaluable contribution to the development of the plan Medium Term Development Plan (MTDP) for the Oforikrom Municipality.

We acknowledge the visionary leadership of Anwel Sadat Ahmed, the Municipal Chief Executive, and the Assembly members for their unwavering support and guidance throughout the preparation of the plan.

We appreciate the technical expertise and collaboration of the planning team, comprising officials from various departments, who worked tirelessly to compile and finalize this document.

Our sincere appreciation also goes to the residents, traditional leaders. Civil Society Organizations, and private sector entities for their active participation, valuable insights, and contributions during the planning process.

We are also grateful for the financial and technical support provided by Oforikrom Municipal Assembly which enabled us to develop this comprehensive plan.

This MTDP is a testament to the collective effort and commitment of all stakeholders to improve the lives of the people in Oforikrom Municipality. We look forward for continued collaboration and partnership in implementing this plan.

## **Executive Summary**

Oforikrom Municipal Assembly has developed its Medium-Term Development Plan (MTDP) for the period 2026-2029 in accordance with Section 83 of the Local Governance Act, 2016 (Act 936), which mandates all Metropolitan, Municipal and District Assemblies (MMDA) to prepare development plans. In relation to plan preparations, the Assembly prepared its plan using the guidelines provided by the National Development Planning Commission (NDPC) which is designed to direct the development of the Municipality which focuses on economic growth, good living conditions and human development.

The below are the dimension under which the plan was prepared;

- Economic Development
- Social Development
- Environment, Infrastructure and Human Settlement
- Governance, Corruption and Public Accountability
- Emergency Planning and Response (Including COVID-19 Recovery Plan)
- Implementation, Coordination and Monitoring and Evaluation

The planning process adopted a participatory approach to ensure transparency, accountability and community ownership. A Plan Preparation Team which included some departmental heads led by the Coordinating Director spearheaded the process. A series of public hearing and consultative meetings were held with Traditional Authorities, Assembly Members, Unit Committee Members, Zonal Councils, CSO, NGO's and other relevant stakeholders. These engagements ensured that the needs and development aspirations of citizens and institutions are adequately captured in the addressed plans of the Municipality.

The key development issues faced by the Municipal Assembly have been categorized under the various development dimensions; The Economic Development consist of limited access to suitable agricultural lands, limited access to credit for SMEs, high cost of farm inputs, increased rate of unemployment, limited access to entrepreneurship training for the youth, low agricultural produce, lack of agricultural markets, presence of stray animals. The Social Development consist of inadequate classroom blocks, inadequate health infrastructure, limited coverage of social

protection programs for vulnerable groups, undeveloped tourist sites, fencing of schools, inadequate school furniture, inadequate durbar grounds, inadequate household toilet facilities. Environment, Infrastructure and Human Settlement consist of improper waste disposal, environmental pollution/degradation, poor sanitation and waste management, inadequate lorry stations/terminals, indiscriminate sale of unauthorized spaces, high rate of encroachment of wetlands, poor drainage system, inadequate spatial Planning, poor condition of road surface, inadequate market infrastructure, flooding, inadequate streetlight, depletion of footbridge. Governance, Corruption and Public Accountability dimension consist of low participation of stakeholders and inadequate security. Emergency Planning and Response consist of inadequate resources for disaster management.

In order to help improve the lives of the people within the Municipality, the Assembly plans to undertake various programmes and projects with a total cost of **GH¢105,397,419.57** through GOG allocations, IGF and donor funds. Economic development amounted to **GH¢31,090,800.00**, Social Development amounted to **GH¢28,749,950.00**, Environment and Human Settlement amounted to **GH¢38,141,721.77** and Governance amounted to **GH¢7,414,947.80**.

Development Programmes were developed based on consistency of goals, Objectives formulated were based on the cause-effect relationship between identified problems, Strategies developed base on their ability to achieve the set objectives. However, the local objectives were aligned to the national ones to indicate what is being achieved at the National level

The implementation of the previous MTDP (2022-2025) was hindered by some constraints including delayed release of funds, weak implementation of IGF mobilization strategies, minimal community participation and limited logistics for plan implementations. The Assembly intends to address these challenges to ensure a successful implementation of 2026-2029 MTDP.

The MTDP is structured into eight chapters covering general introduction, situational analysis, key development priorities, goals and strategies, development programmes, annual action plans, monitoring and evaluation arrangements, a development communication strategy.

## **Plan Preparation Team**

The Plan Preparation Team consisted of representatives from some departments and unit of the Municipal Assembly. This includes;

- |                                  |                                  |
|----------------------------------|----------------------------------|
| 1. Hon. Sadat Anwel Ahmed        | Municipal Chief Executive        |
| 2. Charles Attah-Mensah          | Municipal Coordinating Director  |
| 3. Derrick Obeng Dapaah          | Municipal Planning Officer       |
| 4. Gloria Asiedu-Ampem           | Municipal Works Engineer         |
| 5. Akwasi Agyeman                | Municipal Physical Planning Dept |
| 6. Angela Osei-Tutu              | Municipal Budget Analyst         |
| 7. Kofi Akey Perlonorpe          | Municipal Finance Officer        |
| 8. Dorothy Opare- Baidu          | Municipal Education Director     |
| 9. Osei Kwame Kyeretwie          | Municipal Agric Director         |
| 10. Nana Akua Bafana             | Municipal Health Director        |
| 11. Portia Osei-Tutu             | Municipal Statistical Officer    |
| 12. Simon Agangiba<br>Analyst    | Municipal Environmental Health   |
| 13. Mary Serwaa Adjen<br>Officer | Municipal Social Development     |

# **CHAPTER ONE**

## **GENERAL INTRODUCTION**

### **1.0 Introduction**

Planning is integral to the development of societies. In Ghana, policy making on economic development is vested in the planning systems. The production of the first formal development plan in 1919 by Governor Guggisberg initiated a new culture of development planning continued through post-colonial times, both at the national and local levels. The 1992 Constitution of the Republic of Ghana contains provisions establishing the National Development Planning Commission (NDPC) with the mandate to advise the President on development planning policy and strategy and is also enjoined to carry out national development planning. The NDPC subsequently provides MDA and MMDAs with the necessary guidelines for the preparation of Medium Term Plans. This formal planning process forms the basis of the preparation of this Medium Term Development Plan (2026-2029) for Oforikrom Municipal Assembly.

This chapter of the MDPT (2026-2029) outlines the background of the Assembly which includes the vision, mission, location, functions, core values, organizational structure of the Assembly amongst others.

### **1.1 Background of the Assembly**

Oforikrom Municipal Assembly is one of the forty –three (43) Metropolitan, Municipal and District Assemblies (MMDAs) in Ashanti Region. It was carved out of the erstwhile Kumasi Metropolitan Assembly and inaugurated on 15<sup>th</sup> March 2018 with the LI 2291.

#### **1.1.1 Location and Size**

The Municipality is located between Latitude 6.35°N and 6.40°S and Longitude 1.30°W and 1.35°E and elevated 230 to 300 meters above sea level. The Municipality shares boundaries with Ejisu to the East, Bosomtwe DA to the South, Asokwa MA to the South West, Asokore Mampong to the North and KMA to the West.

Oforikrom Municipal Assembly is approximately 270km north of the national capital, Accra. It has a surface area of approximately 4,978.47 hectares (49.78 kilometers square) which is about 0.0192 percent of the total land area of Ashanti Region. The following map shows the Municipality in the national context.

**Fig. 1.1 Oforikrom Municipal Assembly in Regional Context**

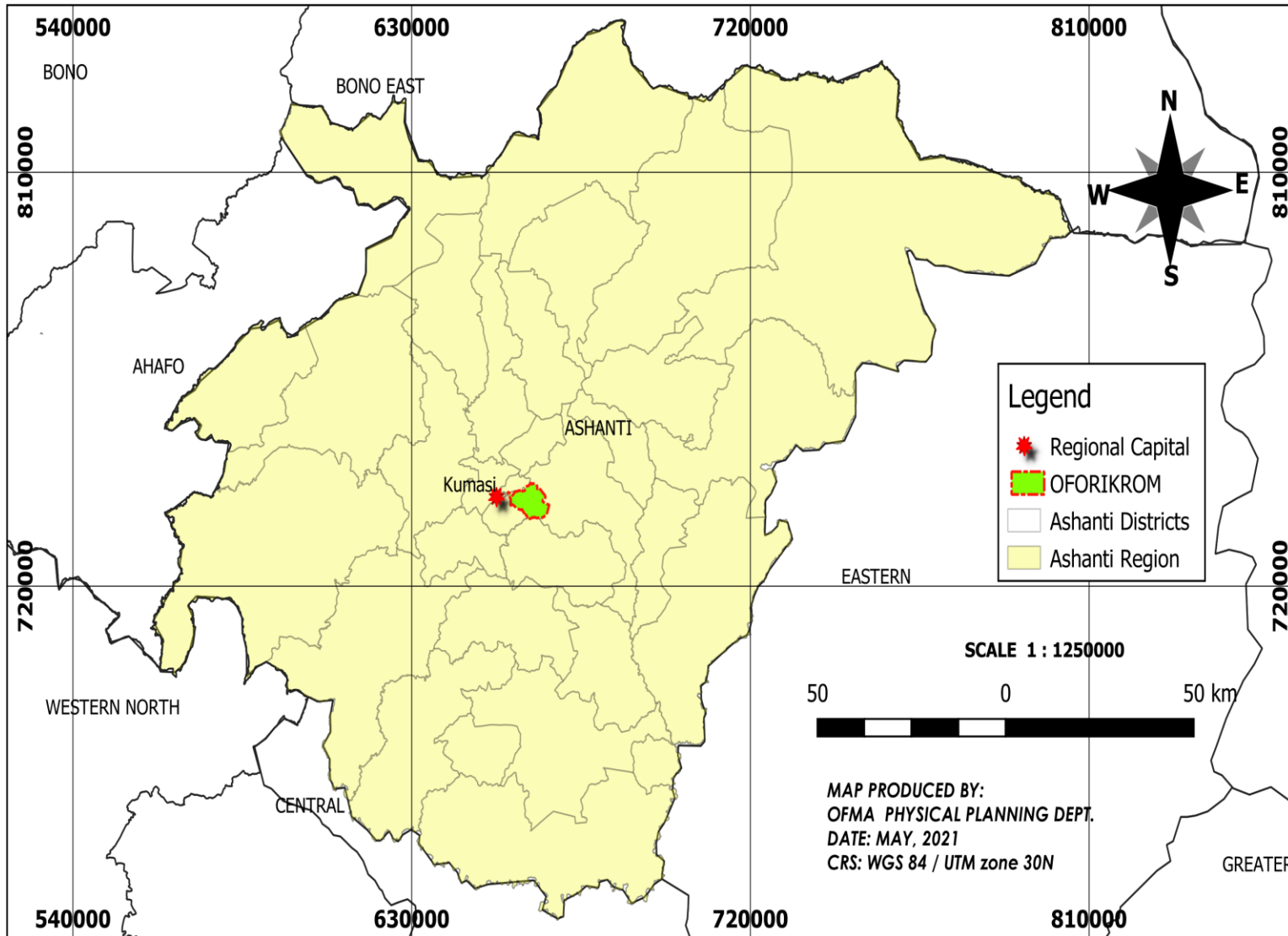
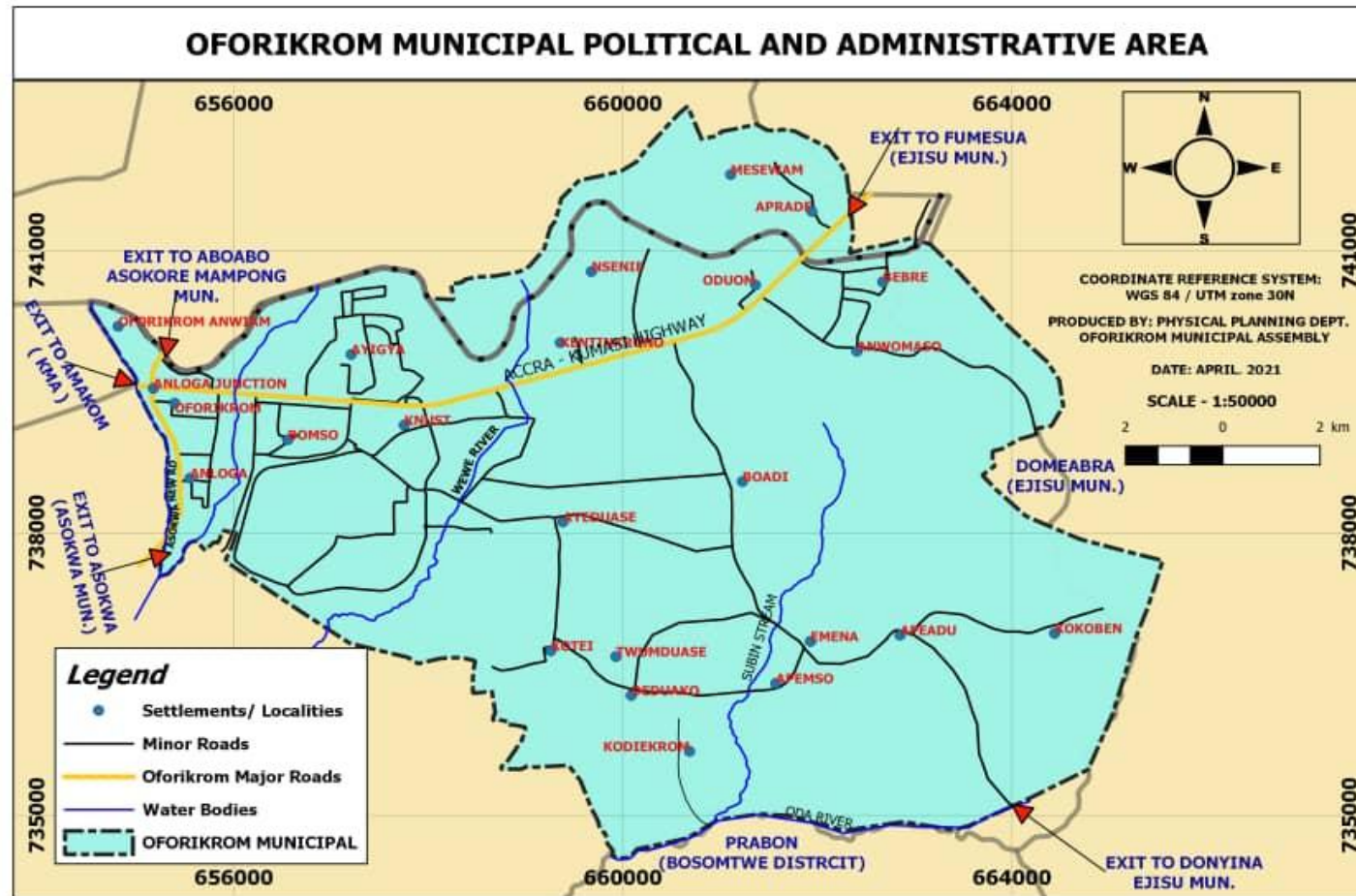


Fig. 1.2 Oforikrom Municipal Assembly Political and Administrative Area



Source: Physical Planning Department, 2025

## **1.2 Vision, Mission, Core Values, and Functions of the District Assembly**

### **1.2.1 Vision**

This vision of Ofoikrom Municipal Assembly is informed by the need for the Assembly to be close to the people, rendering services that they need so they do not have to frequently rely on services provided at the national capital. Bearing this in mind, the Vision of Oforikrom Municipal Assembly is “to be a model of decentralized development”.

### **1.2.2 Mission**

The mission of Oforikrom Municipal Assembly is “to create an enabling environment for the development of all inhabitants in the Municipality while preserving the natural environment”. This mission aims at helping manage a strong economy that expands opportunities, inspires people to start businesses, stimulate expansion of existing businesses, and ultimately lead to creation of jobs, increased economic growth and higher incomes amongst others.

### **1.2.3 Core Values**

The Municipality, in its quest to achieve overall development of its inhabitants shall adhere to, but not limited to the following core values.

*Selflessness:* decisions that will be taken by the Municipality shall solely be in the interest of the public and not for individuals, family or friends to gain financial or other material benefits

*Integrity:* The Municipality shall not place itself under any financial or other obligations to any individual or organizations that might influence the performance of official duties.

*Justice and Fairness:* In carrying out official business, including making appointments, promotions, awarding contracts, or recommending individuals for rewards and benefits etc., the Municipality shall make choices based solely on merit.

*Accountability:* The Municipality shall be responsible to the Government, and the general public in its decisions, actions and inactions, and shall avail itself for scrutiny, where appropriate

*Transparency:* The Municipality shall be as open as possible about all the decision making processes and actions thereon. Access to confidential information shall be restricted unless appropriate approval is obtained.

*Excellence:* The Municipality shall strive to excel in all endeavours, be an example to others and encourage others to follow its footsteps.

#### **1.2.4 Functions of the Assembly**

The functions of the Assembly as given by the Local Governance Act 936, 2016 section 12 is as follows.

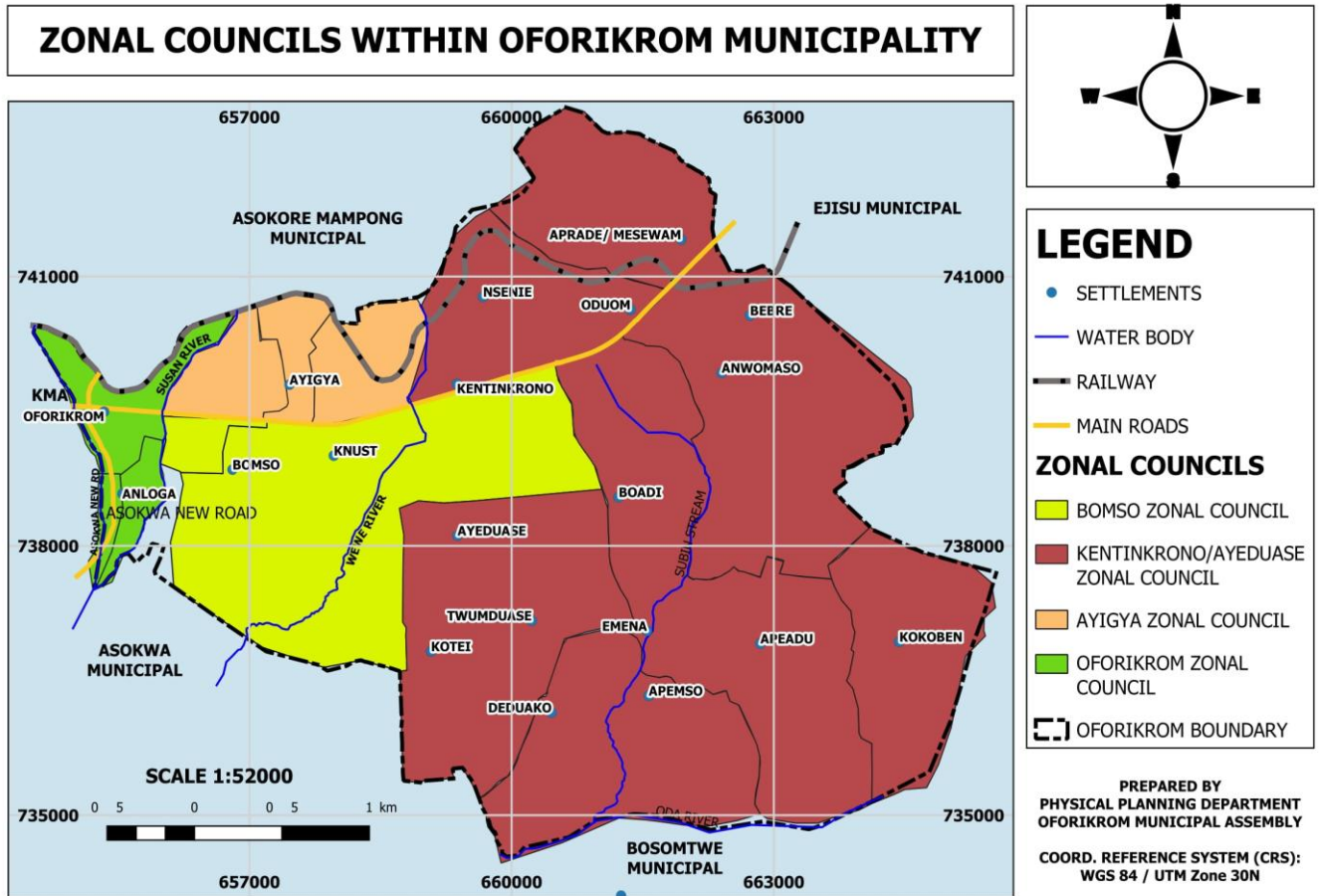
- Exercise political and administrative authority in the district
- Be responsible for the overall development of the district;
- Formulate and execute plans, programmes and strategies for the effective mobilization of the resources necessary for the overall development of the district;
- Promote and support productive activity and social development in the district and remove any obstacles to initiative and development;
- Sponsor the education of students from the district to fill particular manpower needs of the district especially in the social sectors of education and health, making sure that the sponsorship is fairly and equitably balanced between male and female students;
- Initiate programmes for the development of basic infrastructure and provide municipal works and services in the district;
- Be responsible for the development, improvement and management of human settlements and the environment in the district;
- In co-operation with the appropriate national and local security agencies, be responsible for the maintenance of security and public safety in the district;
- Ensure ready access to courts in the district for the promotion of justice;
- Act to preserve and promote the cultural heritage within the district;
- Initiate, sponsor or carry out studies that may be necessary for the discharge of any of the duties conferred by this Act or any other enactment.

### **1.2.5 Political Leadership**

Oforikrom Municipal Assembly is the decision-making body which is headed by a Municipal Chief Executive and assisted by the Municipal Coordinating Director and other technocrats. In accordance with the Local Governance Act, 2016 (Act 936) the Assembly carries out Legislative, Deliberative and Executive functions of Government in the Municipal Assembly.

It has total membership of twenty – four (24) comprising of fifteen (15) elected Assembly Members, seven (7) Government Appointees, a Municipal Chief Executive and a Member of Parliament who is an ex- officio member. The Assembly has four (4) Zonal Councils namely Oforikrom Zonal Council, Bomso Zonal Council, Ayigya Zonal Council and Kentinkrono/Ayeduase Zonal Council.

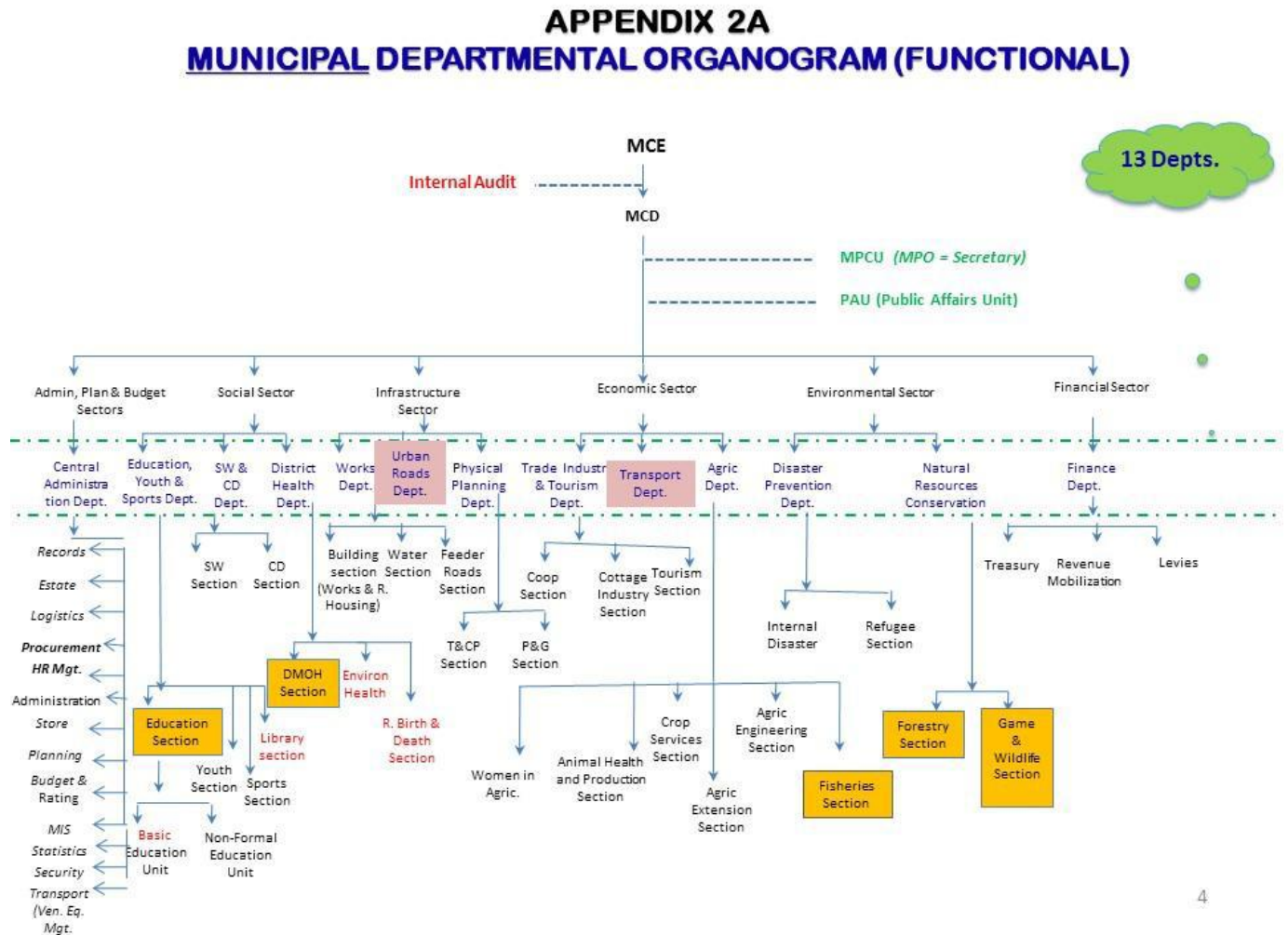
Fig. 1.3 Oforikrom Municipal Assembly Zonal Councils



## 1.2.6 Organogram

At the apex of the structure is the General Assembly; the Chairperson of the General Assembly is the MCE with the MCD being the Secretary. Under the MCD are the departments including the decentralized ones and other units which are all coordinated by the MCD as shown in Figure 1.4.

Fig. 1.4. Organogram of the Assembly



### **1.3 Structure of the Plan**

The Medium-Term Development Plan has been structured into Eight Chapters. Chapter One consists of the General Introduction and focuses on the Vision, Mission, Functions and Core Values of the Assembly. Chapter two emphasized on the Situational Analysis of the District and SWOT Analysis of the identified development issues. Chapter Three is on the Key Development Priorities consisting of the list of prioritized development issues and the description of the prioritization tool used and reason for your choice. Chapter Four outlines the Development Goals, Objectives and Strategies. Chapter Five focuses on Composite Development Programmes including financial resources for plan implementation and costing. Chapter Six is on the Annual Action Plans while Chapter Seven focuses on the Monitoring and Evaluation arrangements including stakeholder analysis, intended evaluation and Participatory Monitoring and Evaluation (PM&E). Chapter eight focuses on the Development Communication Strategy

## CHAPTER TWO

### SITUATIONAL ANALYSIS OF OFORIKROM MUNICIPAL ASSEMBLY

#### 2.0 Introduction

This Chapter provides a comprehensive situational analysis of Oforikrom Municipal Assembly. It reviews the performance of the 2022-2025 MTDP, analyzing the existing conditions cutting across the key development themes including demographic, physical, economic, social, environmental, governance and emergency preparedness indicating strength, weakness, opportunities and threats (SWOT) and the medium- term developmental needs. The analysis aims to provide understanding on the Assembly's context, challenges and potentials informing the priorities and interventions for the upcoming planning cycle. This approach ensures that future strategies are built on past successes to address identified shortcomings.

#### 2.1: Performance Review (2022-2025 MTDP)

A critical assessment of the implementation of the 2022-2025 MTDP reveals a mixed performance across various development dimensions, highlighting areas of success, significant challenges, and opportunities for adaptive planning.

Policy measures identified to achieve these goals were prioritized under six dimensions, namely:

- Economic development
- Social development
- Environment, Infrastructure and Human Settlement
- Governance, Corruption and Accountability
- Emergency Planning and Response (Including COVID-19 Recovery Plan)
- Implementation, Coordination and Monitoring and Evaluation

**Table 2.1: Performance Review of the Municipality for 2022-2025**

Development Dimension	Indicator	Baseline (2021)	2022-2025 Medium Term Target	Cumulative Achievement		Remarks
				Year	Data	
Economic Development	Proportion of new jobs created	45%	70%	2022-2025	55%	Yet to be achieved
	Proportion of population with Access to new markets	75%	85%	2025	93%	Target achieved
	Percentage change in arable land under cultivation	25%	60%	2025	43%	Target yet to be achieved
	Proportion of SMEs with access to credit facilities	55%	80%	2024	64%	Ongoing activities
	Proportion of farmers with access to agriculture extension services	75%	100%	2025	95%	Target achieved
	Change in number of farmers applying new/modern techniques	66%	85%	2025	83	Target yet to be realised.

	Proportion of active labour force with access to employable opportunities	43%	80%	2024	70%	Yet to be realised
Social Development	Net Enrolment Rate (%):					Target achieved
	KG					
	Primary					
	JHS	35.4	46%	2024	59.36%	
		42.7%	55%	2024	74.26%	
		29.8%	44%	2024	61.85%	
	Completion Rate (%):					Target achieved
	KG	48.3%	61%	2024	95.99%	
	Primary	53.7%	68%	2024	93.46%	
	JHS	45.2%	57%	2024	89.54%	
	SHS	24.6%	37%	2024	62.45%	
	Access to health facilities:					Data on access to health facilities is up to 2024
CHPS Compound	2	3	2024	3		
Clinic	5	5		5		
Health Centre						

	Hospital	2	3		2	
	Others	6	7		6	
		4	6		4	
	Proportion of Basic schools with adequate furniture	N/A	75%	2024	85%	Target yet to be realised
	Proportion of population with issues of gender vulnerability	53%	80%	2025	65%	Target yet to be realised
	Coverage of malaria control	90%	100%	2024	98%	Target achieved
	NHIS Coverage	70,492	97,876	2024	Male – 64,187 Female – 30,754	Data on NHIS Coverage covers up to 2024
	Proportion of Family planning and teenage pregnancy awareness created.	85%	Males- 2,500 Females- 4,600	2024	Males- 798 Females-934	Teenage pregnancy data gathered for 2024
	Proportion of climate change interventions implemented	100%	100%	2025	100%	Target achieved
	Proportion of public schools with functional toilets	78%	100%	2025	84%	Target achieved
	Percentage of public schools with water	71%	100%	2025	86%	Target achieved

	facilities					
	No of public education against child labor organized	7 schools 10 communities	10 communities 7 schools	2024	6 communities 7 schools	Target achieved
	Participation at community health outreach programmes	2	3	2024	2	Data gathered form Annual Progress Report
	Proportion of households with sustainable access to safe drinking water sources	80%	100%	2025	90%	Target achieved
Environment, Infrastructure and Human Settlement	Percentage of Basic schools in need of major renovation	45%	70%	2024	65%	Target yet to achieved
	Households with access to their own toilets	65%	85%	2024	72%	Data on household toilet GKMA sanitation project report.
	Population with access to potable water	85%	95%	2024	92%	Target achieved
	Proportion of Road network in good condition:  Total  Urban	75%	100%  60%	2025	70%  55.3%	Target yet to be achieved

	Feeder		40% (unpaved)		44.7%	
	Number of communities affected by disaster: <ul style="list-style-type: none"><li>• Domestic fires</li><li>• Floods</li></ul>	2  4	0  0	2024	8  7	Yet to be achieved
Governance, Corruption and Public Accountability	Participation of sub-structures to local governance	Male = 38 Female=13	Male = 36 Female=15	2024	Male=41 Female=12	Data covers up to 2024
	Level of women's participation in local governance	35%	100%	2024	75%	Target yet to be achieved
	No. of staff trained	Male=61 Female=69	M- 61 F- 69	2022-2024	M- 174 F- 191	Target achieved
	Proportion of the population with access to ambulance service	45%	100%	2022-2025	100%	Target achieved

	Proportion of population with access to improved security services i.e. police-citizen ratio	40%	100%	2022-2025	65%	Targets yet to be realised
	Performance of DPAT	90%	100%	2025	93%	Target achieved
Emergency Planning and Response (Including COVID-19 Recovery Plan)	Percentage of activities implemented in the Disaster Preparedness Action Plan	100%	100	2024	95%	Target achieved
	Level of participation at Disaster Risk Reduction and Climate Change Adaptation Advocacy programmes	80%	100%	2024	90%	Data available for 2024
	Proportion of households affected by floods	25%	10%	2025	15%	Target yet
	Proportion of NADMO officials trained	60%	100%	2025	100%	Target achieved
Implementation, Coordination and Monitoring and Evaluation	Rate of revenue generation	85%	100%	2025	95%	Data for generated from annual account.

	Proportion of No. properties revaluated	-	50%	2023	-	Activity not executed
	Level of participation in M&E	90%	100%	2024	100%	Target achieved
	Percentage of Annual Action Plan	90%	100%	2025	90%	Target Achieved

**Source: OfMA MPCU 2025.**

### **2.1.1 Economic Development**

Under this dimension, agriculture development, private sector development as well as tourism and culture development projects and programs were implemented. The agriculture development programmes which include training on modern farming techniques and distribution of seedling and agro chemicals have improved production efficiency and yield in the Municipality. Almost all the major agricultural produce performed more than baseline. Also, training of women groups on income generation activities such as preparation of hair pomade, parazone and disinfectants and capacity programmes for SMEs has improved their income levels.

### **2.1.2 Social Development**

The Assembly’s implementation of the social development programmes within the planned period revealed that the Net enrollment at KG, Primary and JHS has increased within 2022-2025. Activities such as construction and renovation of schools, purchase and distribution of mono desk, sensitization on parenting and taking up leadership roles and provision of portable water among others have significantly resulted in ensuring affordable, equitable, and easily accessible and Universal Health Coverage and enhancing inclusive and equitable access to and participation in quality education at all levels and improve access to safe, reliable and sustainable water supply services for all under this dimension. It has also promoted development/welfare and protection of children in the Municipality.

### **2.1.3 Environment, Infrastructure and Spatial Development**

Under this dimension, the Assembly implemented programs such as revision of schemes for some communities, extension of electricity and water to some new sites, installation and maintenance of street lights in the Municipality, construction of culvert and reshaping of roads in the Municipality. This has improved efficiency and effectiveness of road transport infrastructure and services, promoted sustainable spatially integrated development of human settlements and promoted resilient urban development. Installation of signage poles under the street naming exercise has ensured a well-structured built-up area in some communities.

### **2.1.4 Governance, and Institutional Development**

The activities implemented under this dimension were through town hall and other stakeholder consultative meetings, MCE courtesy tour and implementation of other governance related activities in the Municipality continues to make a progress in maintaining stable, united and safe society. In the area governance participatory Monitoring and Evaluation training was executed for zonal council to improve their monitoring skills in project. The implementation of these governance programmes has improved decentralized planning, enhance capacity for policy formulation and coordination and deepen administrative decentralization.

### **2.1.5 Emergency -Planning and Response**

Under this dimension, the activities implemented were minimize the rate of disaster occurrence were public education on domestic fire and flooding, demolishing of building in waterways, dredging of waterways and desilting of choked drains and gutters. The existence Climate change Advocacy programme helped the municipality to curtail many climate related disaster.

### **2.1.6 Implementation, Monitoring and Risk Management**

The performance in the implementation of projects and programmes shows that the Assembly was moving towards achieving its medium-term goals of creating equal opportunity for all, safeguarding the natural environment and maintaining a stable and safe society.

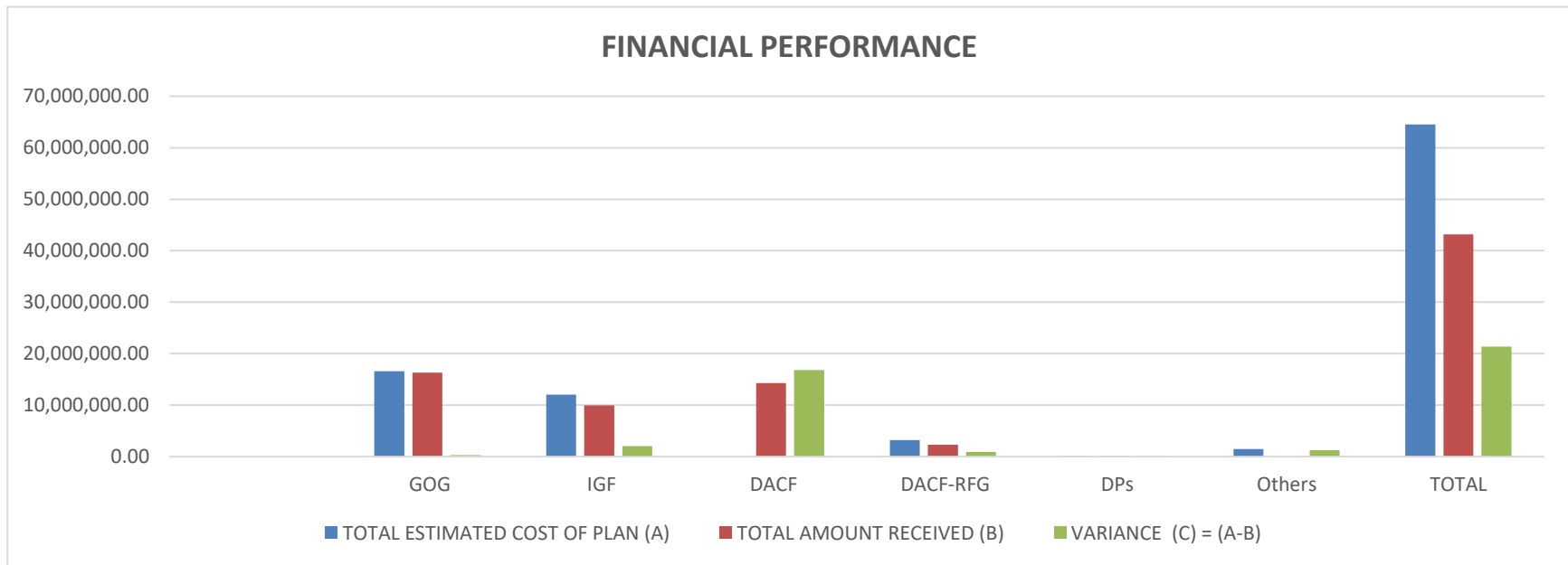
**Table 2.2: Financial Performance of the Municipality for 2022-2025**

<b>SOURCE OF FUNDS</b>	<b>TOTAL ESTIMATED COST OF PLAN (A)</b>	<b>TOTAL AMOUNT RECEIVED (B)</b>	<b>VARIANCE (C) = (A-B)</b>
GOG	16,568,441.74	16,293,452.02	274,989.72
IGF	12,020,222.94	9,964,270.52	2,055,952.42
DACF	31,115,174.07	14,271,358.18	16,843,815.89
DACF-RFG	3,235,780.00	2,327,473.49	908,306.51
DPs	96,707.57	68,484.2	28,233.37
ABFA	-	-	-
Others (	1,474,370.43	226,096.9	1,248,273.53
Source of funds	64,510,696.75	43,151,135.31	21,359,571.44

**Source: OfMA, Budget Unit, January,2025**

**Fig. 2.1 Financial Performance for Oforikrom Municipal Assembly**

According to the above graph, 2022-2025 planning regime shows that though DACF a key funding source of Oforikrom Municipal Assembly, it performed poorly. 31,115, 174.07 cost of plan against 14,271,358.18 indicating a huge deficit. IGF remains the major revenue source of the Municipality and performed well.



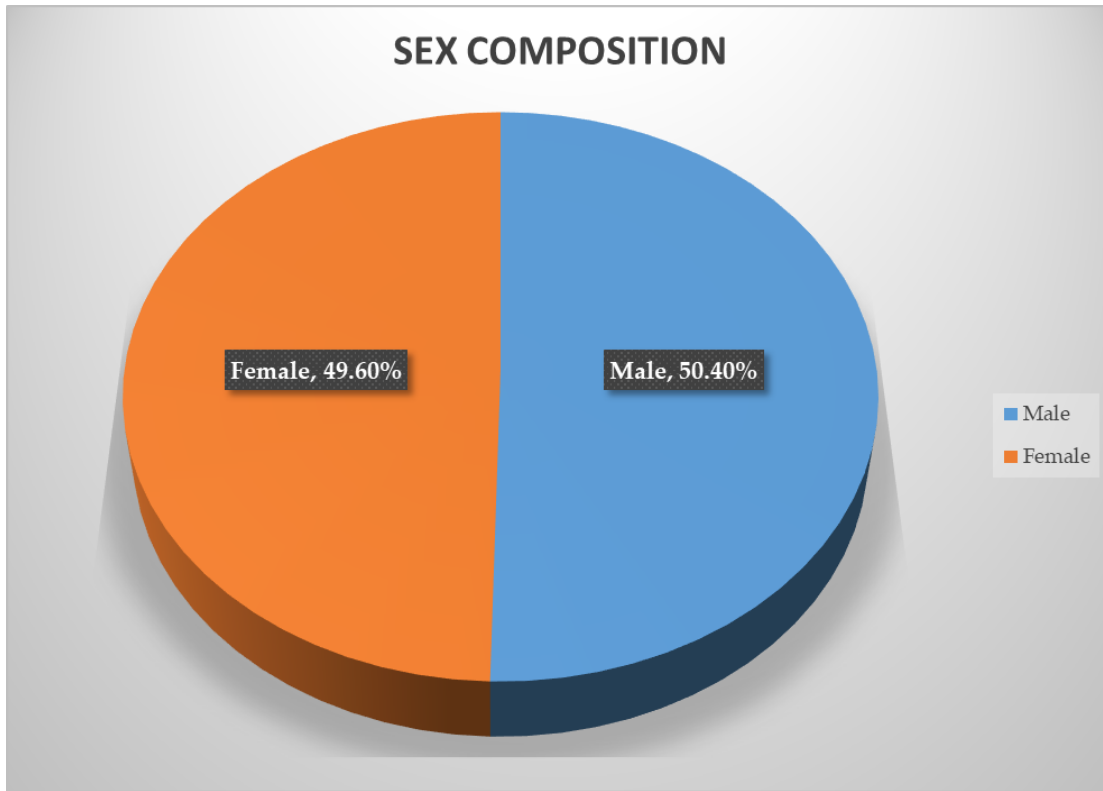
## **2.2 Existing Conditions (District Profile)**

### **2.2.1 Demographic Characteristics**

#### **2.2.1.1 Population Size and Growth**

According to the 2021 Population and Housing Census (PHC), the Oforikrom Municipal Assembly has a total population of 213,126, with 50.4% representing males (107,426) and females constituting (105,700) 49.6% of the total population. This gives a sex ratio (i.e. number of females for every 100 males) of 100:102 (meaning 102 males to every 100 females) showing that there are more males than females in the Municipality. The projected figure for 2026 is 237,281 with 119,355 (male) and 117,927 (female). There was a decline in population from the year 2010 to 2021 with a growth rate of -2.96% however; there is growing labor force surplus and increased economic dynamism. These can be attributed to educational attraction from KNUST and other tertiary institutions within the Municipality, urbanization due to proximity of the Municipality to Kumasi's central business district and natural increase due to high birth rates among the youthful population. Oforikrom's rapid population growth presents both opportunities and challenges. The increasing population within the Municipality provides a consumer base to boost trade and services and growth in real estate, student hostels, and commercial activities. The presence of educational facilities with increasing population also enhances human capital development. The negative side of the increasing population in the Municipality includes pressure on infrastructure; overstretched utilities (water, electricity) poor sanitation, traffic congestion, especially around KNUST, high cost of living amongst others. There is the need for strategic planning for infrastructure development and economic diversification to harness the Municipality's potentials

**Fig. 2.2: Total Population of the Municipality**



**Source: OfMA, Statistics Department, January,2025**

### **2.2.1.2 Population Density**

According to the 2021 Population and Housing Census (PHC), Oforikrom Municipal Assembly has a high population density which is 4,299 persons/km<sup>2</sup> (one of the highest in Ashanti Region due to urban concentration). Oforikrom Municipal Assembly is among the fastest-growing Municipalities in Greater Kumasi, driven by KNUST's influence. Factors contributing to high population density includes the presence of KNUST attracting thousands of students, workers

and businesses, proximity to Kumasi CBD, limited land availability. Some developmental implications include economic vibrancy were high demand drives commerce (shops, hostels, transport) and thriving informal sector (food vendors, tailoring, repair services), efficient service delivery; easier to deploy utilities (electricity, water, internet) in concentrated areas and higher tax revenue potential for the assembly and innovation & education hub due to density around KNUST fostering research collaborations and startups. Its negative outcome arose were overstretched infrastructure ie. Roads: Chronic traffic congestion (e.g., KNUST stretch)and water & sanitation: Frequent shortages and poor sewage management, housing Crisis & Slum Growth due to High rents (single rooms go for GH¢500–900/month) and Ayigya, Kotei becoming slums due to uncontrolled structures, environmental degradation due to poor waste disposal which can in tend lead to flooding (e.g., Ayigya floods yearly) and deforestation for housing reduces green spaces and social challenges i.e. crime: pickpocketing, burglaries due to overcrowding and health risks: disease outbreaks (cholera, malaria) from poor sanitation.

### **2.2.1.3 Household Characteristics**

According to 2021 PHC Data, Oforikrom’s household dynamics are shaped by its urban, student-heavy population, with unique features compared to rural districts. From the table, a household comprised of one (1) person constitutes the largest portion (29.6%) of household sizes within the Municipality while a household made up of nine (9) persons constitutes the least household size within the Municipality representing (1.1%)

Some developmental implications of this phenomenon include economic opportunities for property owners such as hostel facilities, businesses etc. however with the presence of large household sizes, there is the possibility of pressure on social amenities, overcrowding, water and sanitation stress and conflicts.

**Table 2.3: Household Characteristics**

<b>All Locality Types</b>	<b>Total</b>	52,302
	<b>1 Person</b>	15,482
	<b>2 Persons</b>	8,943
	<b>3 Persons</b>	7,229
	<b>4 Persons</b>	6,538
	<b>5 Persons</b>	5,485
	<b>6 Persons</b>	3,851
	<b>7 Persons</b>	2,172
	<b>8 Persons</b>	1,153
	<b>9 Persons</b>	582
	<b>10 Persons +</b>	867
<b>Urban</b>	<b>Total</b>	52,302
	<b>1 Person</b>	15,482
	<b>2 Persons</b>	8,943
	<b>3 Persons</b>	7,229
	<b>4 Persons</b>	6,538
	<b>5 Persons</b>	5,485
	<b>6 Persons</b>	3,851
	<b>7 Persons</b>	2,172
	<b>8 Persons</b>	1,153
	<b>9 Persons</b>	582
	<b>10 Persons +</b>	867

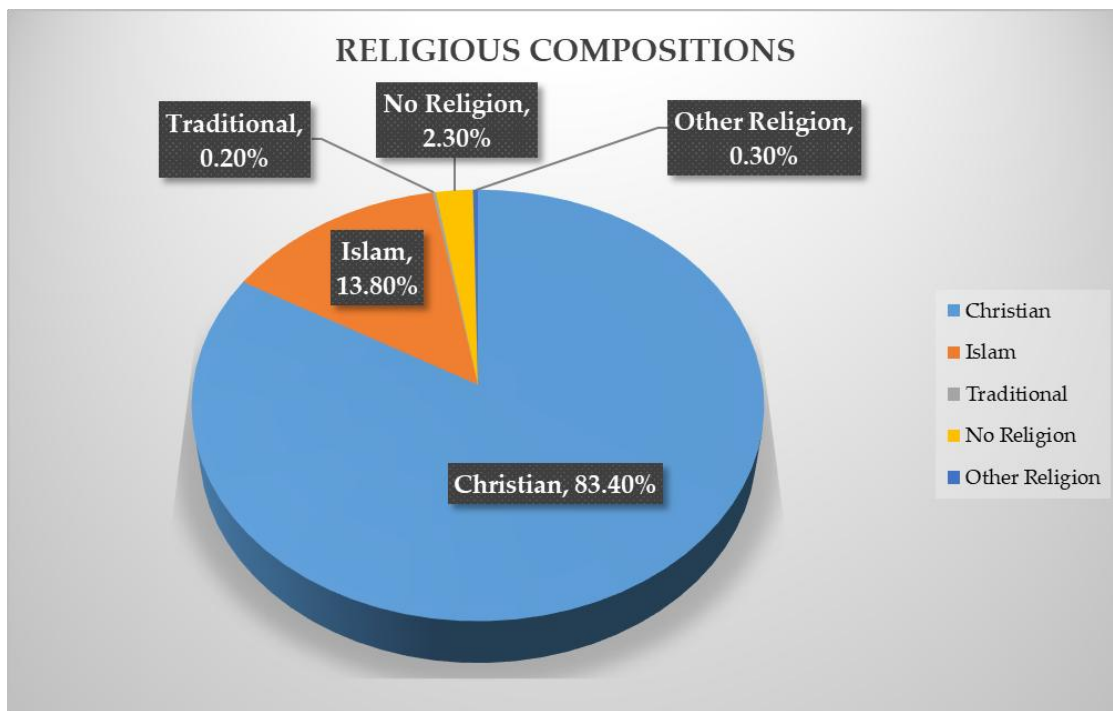
**Source: OfMA Statistical Department, January,2025**

#### **2.2.1.4 Religious Compositions**

The most predominant religion in the Municipality is the Christian Religion (83.4%), followed by Islam (13.8%) and Atheist (2.3%). The Traditionalists represented 0.21% of the population with other religions representing 0.30%. In the Christian religion, there are more Pentecostal/Charismatic (41.7%) than protestant (28.3%), Catholic (12.8%) and other Christian (17.2%).

With the presence of the various religious bodies, there could be leverage on the dominant Christian networks (Protestant/Pentecostal) to mobilize community participation in projects (e.g., health campaigns, sanitation drives), interfaith dialogue platforms can mitigate tensions, especially in mixed-faith zones like Ayigya Zongo (Muslim-minority area), the use of church's and mosque's announcements to disseminate development updates and integrate indigenous knowledge into eco-tourism (e.g., sacred grove conservation). The problems were religious bias in resource allocation and exclusion of minority groups (e.g., Muslims, Traditionalists) in decision-making could fuel grievances.

**Fig 2.3: Religious Compositions of Oforikrom Municipality**



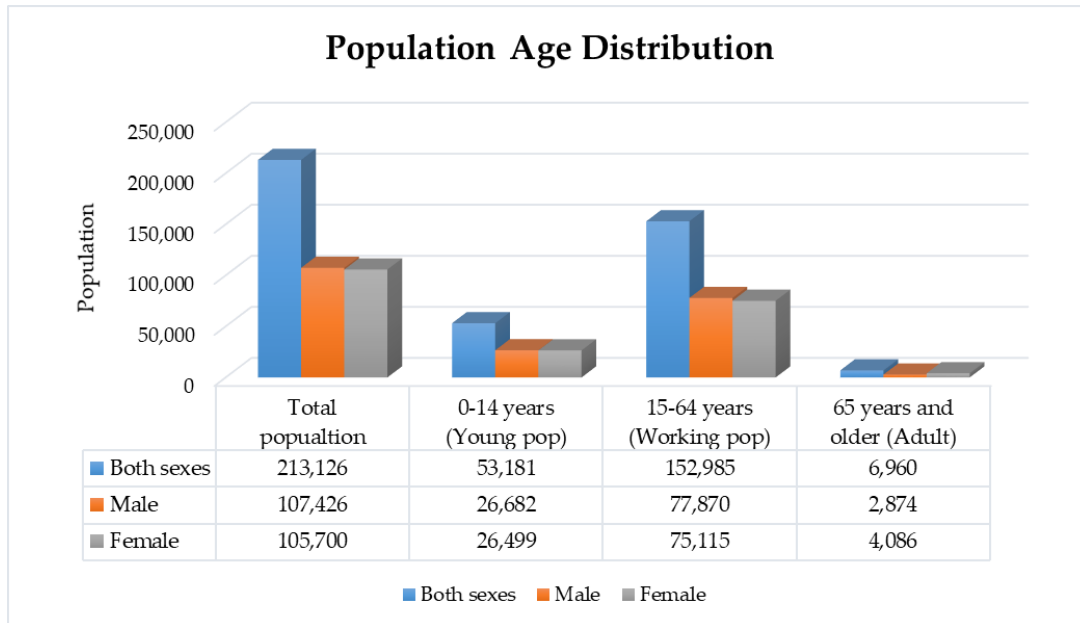
**Source: OfMA Statistical Department, January,2025**

### 2.2.1.5 Age and Sex Composition

According to the 2021 Population and Housing Census (PHC), age and sex composition in Oforikrom Municipality, the age groups were categorized as follows: 0-14 being children with a population of 53,181; 15-64 being working class with a population of 152,985 and the elderly being 65+ with a population of 6,960.

In Oforikrom Municipal Assembly, the working force (15-64) is higher than the dependency force (young population (0-14) and old age (65+)). Also with the exception of aged (65+) the males are more than female in both the young age and working force. There is therefore the need to provide targeted solutions to help the aged males increase their life expectancy.

**Fig 2.4: Age and Sex Composition**



**Source: OfMA Statistical Department, January, 2025**

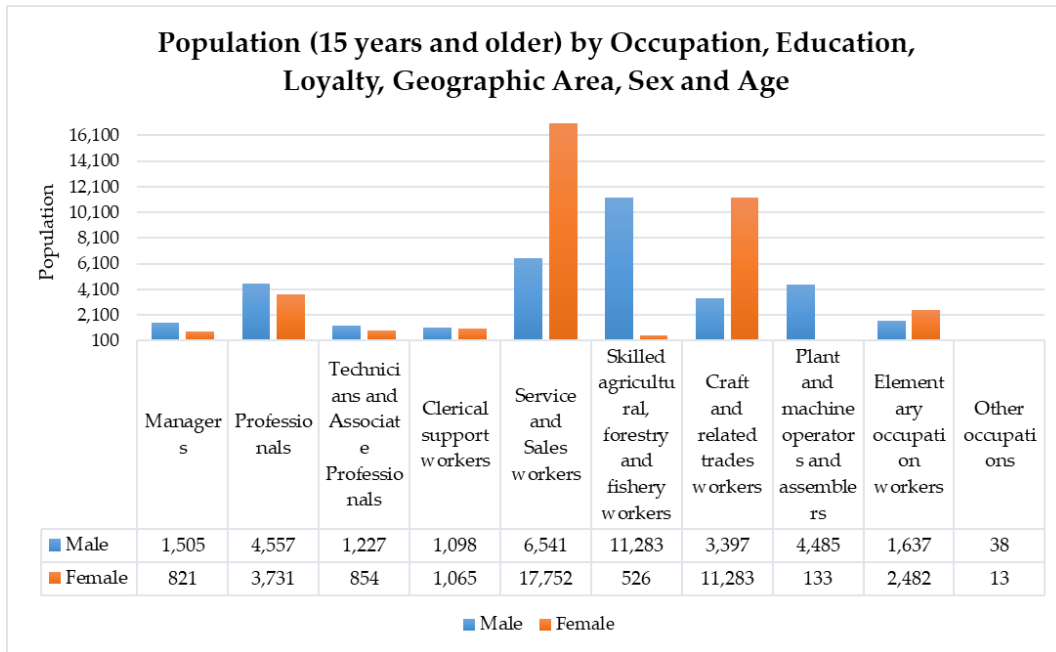
### 2.2.1.6 Occupation Distribution

According to the 2021 Population and Housing Census (PHC), data on Oforikrom Municipal Assembly showed that a total of 188 children aged 5-14 years are engaged in various forms of work, with females leading with 126 and males 62. Most of these children work in service and sales roles, especially girls (50 females vs. 29 males). A significant number of girls (59) are also involved in elementary occupations, while boys are more present in craft and related trades (22 males vs. 9 females). A few children, mostly boys, are also engaged in agricultural and machine operation work. Overall, the data reveals that child labor is more common among girls and that children are mostly involved in low-skilled and informal job. This raises concerns about their education, safety and long-term development.

The data for those aged 15 years and older in Oforikrom Municipal shows a nearly balanced overall workforce (33,512 males vs. 30,774 females). However, there are notable differences by occupation: men dominate in managerial, professional, technical and craft roles while women are more prevalent in services, sales and elementary occupations.

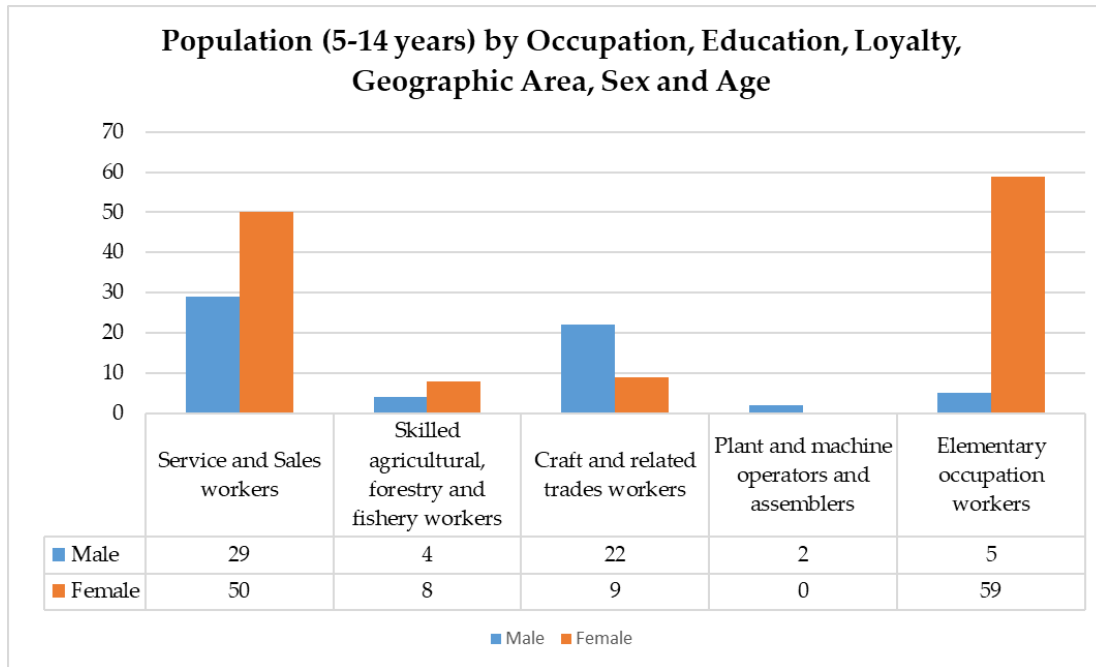
The data on child labor in Oforikrom Municipality reveals significant gender disparities and broader socioeconomic concerns. A higher number of girls are engaged in work compared to boys, particularly in service, sales and elementary occupations. This trend reflects gendered expectations and places a heavier economic burden on young females, potentially hindering their access to quality education. Boys are more involved in craft-related and technical trades, which although still problematic, may offer some skill development. The early involvement of children in labor suggests a high risk of educational interruption, exposure to exploitation and reinforcement of traditional gender roles. These patterns can limit future opportunities and contribute to intergenerational poverty.

**Fig 2.5: Occupation Distribution (15 years and older)**



**Source: OfMA Statistical Department, January, 2025**

**Fig 2.6: Occupation Distribution (5-14years)**



**Source: OfMA Statistical Department, January, 2025**

### 2.2.1.7 Rural-Urban Split

The Municipality has a more urban population (100%) than rural (0%) as at 2021 Population and Housing Census (PHC). The developmental implications include increased population density, sanitation, and housing issues, traffic congestion, high cost of living, air/water pollution from informal industries and waste, loss of green spaces to construction, soil degradation from unsustainable farming practices amongst others.

### 2.2.1.8 Dependency Ratio

The dependency ratio measures the proportion of dependents (youth under 15 and elderly over 64) relative to the working-age population (15–64 years). It highlights the economic pressure on the productive population to support dependents. In Oforikrom, the dependency ratio is 1:0.39. The ratio 1:0.39 indicates that for every 1 person of working age (15–64 years), there are 0.39 dependents (children under 15 + elderly over 64). This is exceptionally low compared to Ghana’s

national average (~70–80%) and suggests a highly favorable demographic structure with a large working-age population supporting relatively few dependents. A low dependency ratio (e.g. 39%) signals a demographic dividend opportunity.

Some developmental implications include less economic pressure; opportunity for savings and investment etc. as the dependent population is less than the active population. In situations where there is high dependency ratio, household incomes and public resources are strained.

**Table 2.4: Dependency Ratio**

	<b>All Ages</b>	<b>0-14 years (Young pop)</b>	<b>15-64 years (Working pop)</b>	<b>65 years and older (Adult)</b>
<b>Both sexes</b>	213,126	53,181	152,985	6,960
<b>Male</b>	107,426	26,682	77,870	2,874
<b>Female</b>	105,700	26,499	75,115	4,086
<b>Age Dependency Ratio</b>	1:0.39/100:39			

**Source: OfMA Statistical Department, January 2025**

## **2.2.2 Physical Characteristics**

### **2.2.2.1 Topography**

Oforikrom lies within the humid tropical forest zone, with an elevation ranging between 230–300 meters (754.6–984.3 feet) above sea level. The terrain is undulating, with some moderate slopes, but generally not as steep as other parts of the Ashanti Region. The area has a few streams and rivers that flow into larger water bodies like the Subin River, which is part of the Oda River basin. Due to urbanization, some natural drainage systems have been altered, leading to occasional flooding in low-lying areas during heavy rains. Oforikrom’s topography is

generally moderate and suitable for urban development, though proper land management is needed to prevent flooding and erosion.

#### **2.2.2.2 Vegetation**

The Municipality falls within the moist semi-deciduous South-East Ecological Zone (tropical forest). A patch of vegetation reserve within the Municipality is found at Kwame Nkrumah University of Science and Technology (KNUST) Campus, KNUST Senior High, St. Louis Senior High, Anwomaso, Weweso, Boadi, Emena, Appiadu and Kokoben. Predominant species of trees found are Mahogany, Emire, Ofram, Cassia, Royal Palm, Akye, Milithia, Teak, Weeping Willow, Ceiba, Leucaena, Konkroma, Nyamedua, Akata, Eucalyptus, Green Almond, Citrus Trees, Bombax, Yaya, Cedrela. In addition to the scenic beauty as tourist centers, they also serve other objectives such as research, preservation of wildlife, leisure and amusement. Apart from the botanical garden, there are other patches of vegetation scattered at the peri-urban areas of the Municipality e.g., Meseum. The rapid spate of urbanization has however caused the depletion of most of this vegetation.

#### **2.2.2.3 Weather**

The Municipality falls within the wet sub-equatorial climate. The average minimum temperature is about 21.5°C and a maximum average temperature of 30.7°C. The average humidity is about 84.16 percent at 0900 GMT and 60 percent at 1500 GMT. The moderate temperature and humidity coupled with the double maxima rainfall regime (214.3mm in June and 165.2mm in September). There are two rainy seasons with the peak between May- June and October.

#### **2.2.2.4 Water resources**

The Municipality is traversed by water bodies such as Subin, Wiwi, Susan, Owabi, Aboabo and Nsuben. However, human activities such constructions of housing and improper waste disposal have impacted negatively on these water bodies and are increasingly leading to their extinction and inability to support living organisms in them.

With respect to the natural sources of water in the Municipality, there are eight (8) main water bodies currently existing within the Municipality. These are presented in the following table.

**Table 2.5: List of Water Bodies within the Municipality**

S/N	Water Bodies	Location
1	Susan	Susanso, Susaakye, Bomso, Anloga (Nkasem)
2	Wewe	Ayigya, Kentikrono
3	Saman	Kokoben
4	Bobo	Tech
5	Oda	Kodiekrom, Deduako, Apemso
6	Tawiah	Anwomaso (Primary)
7	Subiri	Oduom, and Anwomaso
8	Adote	Nana Serwaa (Anwomaso High Tension)
9	Aboabo	Oforikrom

**Source: OfMA NADMO Department, January 2025.**

#### **2.2.2.5 Soils**

The major type of soil constituting the top soil of the Municipality is the Forest Ochrosol. This soil type is comprised of Oforikrom - Offin Compound Association; Bomso – Offin Compound

Association; Nhyanao - Tinkong Association; Bomso – Suko Simple Association; Bekwai – Oda Compound Association and Bekwai – Akumadan – Oda Compound Association. Forest Ochrosol is endowed with the nutrient mostly needed to sustain the cultivation of food crops such as vegetables, plantain and cassava. The presence of this type of soils has sustained the cultivation of food crops notably at the periphery of the Municipality thus, creating employment and generating revenue. The fast rate of urbanization in the Municipality has caused a drastic reduction in agricultural activities over the last decade. The demand for land for residential, industrial and commercial purposes has led to the conversion of farmlands due to its value appreciation. It is estimated that more than 80% of arable /lands have been sold for the construction of houses and other physical infrastructure at the expense of possible employment and revenue to be generated from agricultural activities.

#### **2.2.2.6 Plant and Animal Life**

The Municipality is located within the moist semi-deciduous South East Ecological zone, features a mix of urban development and natural vegetation, including area like KNUST Botanical, with trees like Mahogany, Emire and Royal Palm. The Municipality harbours a diverse array of plant and animal life, including dominant tree species like *Elaeis guineensis*, *Hevea brasiliensis* and *Parkia biglobosa* and dominant bird species like the Pied Crow (*Corvus albus*), Cattle Egret (*Bubulcus ibis*), laughing Dove (*Spilopelia senegalensis*) and Bronze Manikin (*Lonchura cucullata*).

### 2.2.3 Economy

The economy of Oforikrom Municipal Assembly is largely influenced by its proximity to Kumasi (Central Business District), the region’s capital and the second largest city in Ghana. Oforikrom is diverse with key sectors including trade, agriculture, education and small-scale industries with a mix of urban and semi-urban economic activities. Strategic investments could further strengthen its growth. Here’s an overview of its economic landscape.

#### 2.2.3.1 Internally Generated Fund

The Internally Generated Fund (IGF) performance of Oforikrom Municipal Assembly depends on its ability to mobilize revenue from local revenue sources. Key sources of IGF for Oforikrom Municipal Assembly includes property rates , Business Operating Permits/Licenses, market toll and user fees, building permit fees, other fees and fines; sanitation levies, penalties, etc.

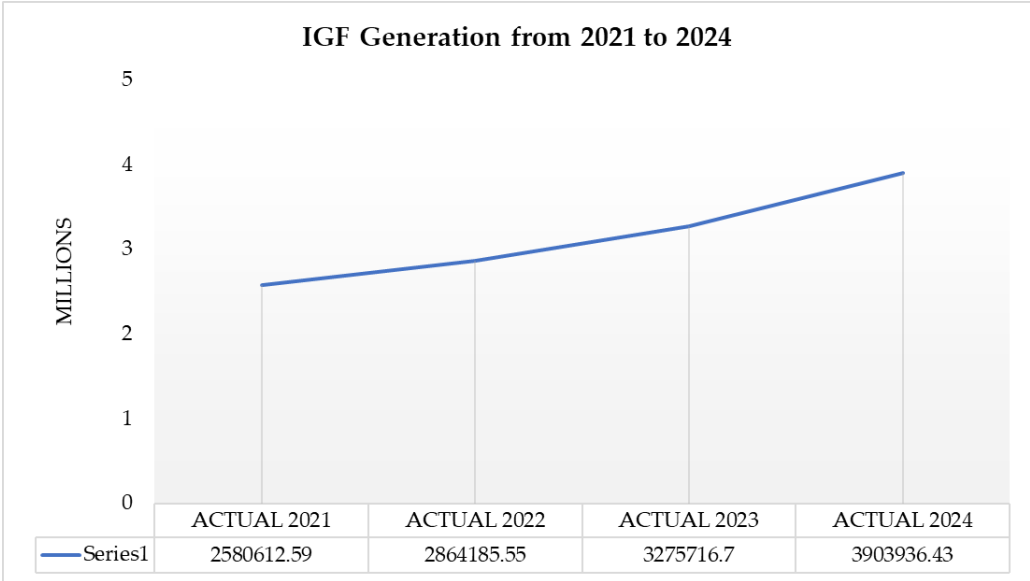
**Table 2.6: IGF Performance of Oforikrom Municipal Assembly**

	2021		2022		2023		2024	
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL
<b>PROPERTY RATE</b>	639,351.19	395,601.84	1,000,000.00	359,135.77	800,000.00	157,269.42	800,000.00	597,719.3
<b>BASIC RATE</b>	2000.00	6,370.4	11,000.00	934.00	11,000.00	2	12,000.00	14,980.00
<b>LAND</b>	76,000	420,000.00	120,000.00	230,000.00	40,000.00	150,000.00	100,000.00	350,000.00

<b>FEES</b>	377,675.00	289,189.00	175,200.00	274,522.00	319,200.00	284,600.00	334,500.00	233,435.00
<b>FINES</b>	12,520.00	13,319.00	14,520.00	12,655.76	34,520.00	31,040.00	79,520.00	50,880.00
<b>LICENCSE</b>	1,667,814.00	1,422,820.35	2,002,229.00	1,980,445.02	2,677,531.78	2,583,221.28	2,932,850.00	2,601,859.93
<b>RENT</b>	59,420.00	33,312.00	120,000.00	6,493.00	95,000.00	69,584.00	75,000.00	55,062.2
<b>TOTAL</b>	2,834,780.19	2,580,612.59	3,442,949.00	2864185.55	3,977,251.78	3,275,716.7	4,333,870.00	3,903,936.43

**Source: OfMA Budget Unit, January 2025**

**Fig 2.7: IGF Performance from 2021-2024**



In this figure, IGF has been increasing from 2021 to 2024. At the end of the year 2024, IGF received amounted to GH¢ 3,903,938.96 out of the target of GH¢ 4,333,970.00. This represents 92.01% of the total IGF target for 2024. This indicates an increase of 13.22%, 31.55%, 33.67% over the previous years (2023, 2022, 2021) where GH¢3,388,074.56, GH¢2,672,257.00, GH¢2,589,380.36 were realized respectively.

The improvement in the IGF generation was attributed to the improvement in the collection of property rates, the registration and issuance of business operating licenses and enforcement of development controls and issuance of building permits. However, the Assembly could not achieve its IGF target notwithstanding the significant achievement. This calls for more robust collection strategies. One major challenge identified is the lack of reliable revenue data. To overcome this, the Assembly has initiated a comprehensive data collection exercise both primary and secondary sources to build a robust database. Another significant issue is the unwillingness of rate payers to fulfill their tax obligations. In response, the Assembly has instituted regular revenue collection to encourage payment compliance.

### **2.2.3.2 Local Economic Development (LED)**

According to the Population and Housing Census 2021 the local economy employs the highest proportion of the working population, including markets, financial institutions, and transportation businesses. This generates substantial revenue for the Municipality through taxes and fees to support the provision of public infrastructure/services. Below are some of the Local Economic Development (LED) activities carried out in the Municipality.

#### **2.2.2.3 Trade and Commerce**

The Municipality hosts vibrant markets and commercial activities, benefiting from its location near Kumasi. The presence of Kwame Nkrumah University of Science and Technology (KNUST) boosts demand for goods and services including retail shops, eateries and student-focused businesses. The Municipality is also privileged to have one of the onion markets within the Region boosting its economic potentials. However, informal trade dominance limits formal revenue collection, while poor infrastructure (e.g., roads) hampers efficiency.

The Municipality has good economic potential with jobs and small businesses, but informal trading and poor roads and markets make it hard to collect revenue and fully benefit from its economy for long-term development.

#### ***Education***

Kwame Nkrumah University of Science and Technology (KNUST), one of Ghana's top Universities, drives economic activities within the Municipality providing jobs and supporting businesses like hostels, photocopy centers and transport services. Private schools, vocational training centers and tutorial services also thrive due to the student population.

The presence of KNUST boosts the local economy by creating jobs and increasing demand for services like hostels, transport, and schools, which helps improve incomes and support economic growth in the Municipality.

### ***Real Estate and Housing***

The location of KNUST and the proximity of the Municipality to the Central Business District have resulted in growth in real estate development, with many students and workers seeking affordable housing. The sale of land and the rental of properties also contribute significantly to the local economy.

The Municipality's location near KNUST and the Central Business District has increased demand for housing and rental properties. This growth creates jobs, generates income, and supports the overall development of the local economy.

### ***Transportation***

The Municipality serves as a transit point with many commercial vehicles; 'trotros', taxis and motorcycles operating between Kumasi and nearby towns. 'Pragya' (motorcycle taxi) services are common for short-distance travel.

The Municipality's role as a transport hub provides jobs and supports local businesses by improving the movement of people and goods. Good transport connections also make it easier for traders to reach markets, improve access to services, and help the local economy grow.

The table shows that Oforikrom has 34 registered transport operators across 8 unions, with PROTOA and GPRTU having the most members.

TRANSPORT UNION	TOTAL NUMBER
1. GPRTU	10

2. PROTOA	14
3. CONCERN TRANSPORT	4
4. FIRST TRUST TRANSPORT	1
5. KNUST CAMPUS TAXI	1
6. INTER COUNTRY TRANSPORT	2
7. MAPLEWOOD TAXI	1
8. HIATOPRA TRANSPORT	1
Total	34

### ***Small- Scale Industries and Artisanry***

Small- scale manufacturing such as carpentry, metal works and tailoring supports the local economy. The Oforikrom Municipality can boost of a carpentry hub where people from within the region and outside patronize from these services contributing significantly to the local economy. Artisans and repair services (electronics, mechanics) also play a role in the informal economy.

Small-scale manufacturing and artisan work provide employment, earn income, and help local businesses in the Municipality. They support both formal and informal economic activities, improve people’s livelihoods, and make the local economy stronger and more resilient.

#### **2.2.3.4 Agriculture**

Although urbanized, Oforikrom Municipal Assembly has some farming activities being undertaken particularly in its outskirts. Crops like plantain, cassava, maize and vegetables are cultivated for local consumption and for sale outside the Municipality. Poultry and livestock farming also contribute to the local economy of the Municipality. Subsistence agriculture is the main type of agriculture practiced by farmers in Oforikrom Municipal Assembly. It focuses on the cultivation of vegetables such as carrot, cabbage, lettuce, green pepper and spring onions as well as rearing of livestock's such as chicken, goat, sheep, cattle, pigs, and fish farming on a very small scale. These could be found in and around KNUST campus and in low lying areas within the Municipality. Rice farming is another agricultural activity undertaken in the Municipality specifically Appiadu and other pockets in the Municipality. Agricultural activities have been reduced to subsistence basis due to the growing competition for land and importation of agricultural produce from adjoining districts and other parts of the country at relatively cheaper prices. Vegetable farmers have limited access to suitable lands thus, making them prone to floods because of the areas in which they cultivate. It is therefore important that areas zoned for agricultural purpose are reserved as such.

Farming in the Municipality, mostly small and for personal use, provides food, income, and supports the local economy. But limited land, cheaper imported crops, and farming in flood-prone areas reduce productivity. Setting aside land for farming is important to keep agriculture sustainable and help the local economy grow.

#### **2.2.3.5 Employment Status**

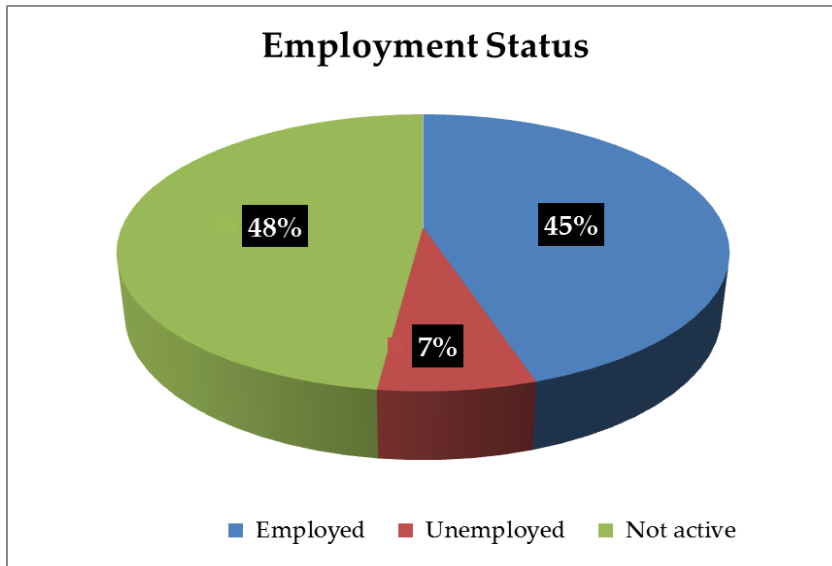
According to the PHC 2021, the table below presents the employment status of the inhabitants of the Municipality.

**Table 2.7: Employment Status**

<b>Derived -Economic Activity</b>	<b>Sex</b>					
	<b>Male</b>	<b>Percentage</b>	<b>Female</b>	<b>Percentage</b>	<b>Total</b>	<b>Total Percentage</b>
Employed	67024	52%	61548	48%	128572	45%
Unemployed	7616	44%	9752	56%	17368	7%
Not active	68385	49%	70498	51%	138883	48%
<b>Total</b>	<b>143025</b>	<b>51%</b>	<b>141798</b>	<b>49%</b>	<b>284823</b>	
<b>Institutional sector of employment</b>	<b>Sex</b>					
	<b>Male</b>	<b>Percentages</b>	<b>Female</b>	<b>Percentage</b>	<b>Total</b>	<b>Total Percentage</b>
Public (Government)	12572	59%	8847	41%	21419	17%
Private Formal	17773	64%	9807	36%	27580	21%
Private Informal	35642	46%	42010	54%	77652	60%
Semi-Public/Parastatal	645	54%	553	46%	1198	1%
NGOs (Local and International)	350	53%	315	47%	665	1%
Other International Organizations	42	72%	16	28%	58	0.05%
<b>Total</b>	<b>67024</b>	<b>52%</b>	<b>61548</b>	<b>48%</b>	<b>128572</b>	

**Source: Ghana Statistical Service, 2021 Population and Housing Census**

**Fig. 2.8: Employment Status**



**Source: Ghana Statistical Service, 2021 Population and Housing Census**

From the table, 45% of the population is employed, with 7% unemployed and 48% not active in employment. There are more males employed (52%) than females (48%) in the Municipality. There are more females (56%) than males (44%) who are currently not employed while there is a fairly balanced percentage for the population not active in employment.

Nearly half of the population (48%) is economically inactive and unemployment affects women more indicating a gendered gap in labour market access.

With regards to the institutional sector of employment, the private informal sector dominates with 60%, with more women making up 54% of the total. Private formal is also dominated by men (64%) as against females (36%) and public sector (government) also male-led (59%).

The economy is heavily informal, especially for women, suggesting vulnerability in job security and lack of social protection. Women's under-presentation in formal sectors points to structural gender disparities.

### **2.2.3.5 Private Sector Development**

Private sector development (PSD) in the Oforikrom Municipal Assembly is crucial for job creation, infrastructure improvement, and economic growth. Below are key aspects and strategies for enhancing private sector development in Oforikrom.

Encouraging private businesses in Oforikrom can help people get jobs, improve local facilities like roads and utilities, and make the local economy stronger. Supporting these businesses is important for overall community growth.

#### ***Agribusiness & Agro-processing***

Oforikrom Municipal Assembly has fertile land suitable for farming. Private investment in modern agriculture, poultry, and agro-processing such as Norvisi gari processing group and the palm kernel oil processing group at Anloga can boost local production and reduce post-harvest losses with support for smallholder farmers through private-sector-led and out-grower schemes.

Private investment in modern farming, poultry, and agro-processing, coupled with support for smallholder farmers throughout-grower schemes, can boost production, reduce post-harvest losses, and create jobs.

#### ***Manufacturing & Light Industry***

The manufacturing sector of Oforikrom Municipal Assembly has an emerging economy with several untapped opportunities. Industries such as Trade Winds Chemist Limited, Shalom Pharmaceutical Limited and Royal Foam Manufacturing Limited, wood and furniture manufacturing, metal fabrication and welding, textiles and garment production provide jobs, ranking as the third largest employer. The availability of these manufacturing industries boosts local employment and attracts ancillary businesses. However, limited access to credit stifles expansion with high collateral requirements from banks.

Oforikrom Municipality's growing manufacturing sector provides jobs and helps the local economy, but lack of easy access to loans makes it hard for businesses to grow fully

### ***Services Sector***

Oforikrom Municipal Assembly has a growing services sector that plays a crucial role in its local economy. Some key components include; Banks and Microfinance institutions, hospitality and tourism, education and training in private schools, vocational training centres, IT hubs, private health facilities, pharmacies and diagnostic centres. The existence of these service centres within the Municipality equips the youth with employable skills and also improves access to healthcare. Private sector development in Oforikrom Municipal Assembly requires a mix of government support, private investment, and community engagement. By addressing infrastructure gaps, improving access to finance, and fostering entrepreneurship, the Assembly can become a thriving business hub in the Ashanti Region.

Oforikrom Municipality's growing services sector provides jobs, teaches useful skills to young people, and improves access to health care. With better roads, easier access to loans, and support for small businesses, the area can become an important business hub in the Ashanti Region.

## **2.2.4 SOCIAL CHARACTERISTICS**

### **2.2.4.1 Education**

Oforikrom Municipal Assembly has a total of 443 schools consisting of 75 public schools and 368 private schools in all levels of education. These schools enrolled 53,845 pupils during 2023/2024 academic year. The education sector has experienced an increase in enrolment due to government intervention programs such as Ghana Feeding Program and Free SHS Program. There has been a significant improve in educational infrastructure but notwithstanding, inadequate classroom block and furniture has been a major challenge in the education sector.

Oforikrom's education sector is growing, with more children going to school thanks to government programs. Better school buildings and facilities help learning, but more classrooms and furniture are needed to give all students a good education.

**Table 2.8: 2023/2024 Enrollment in the Municipality**

ITEM	Public Schools		Private Schools	
	No. of Schools	No. of Learners	No. of Schools	No. of Learners
Pre-School	-	-	100	6,516
KG	22	1,073	100	7,732
Primary	25	6,834	98	18,412
JHS	24	6,082	64	5,554
SHS/TVET	3	1,016	6	482
Special School	1	144	-	-
<b>Total</b>	<b>75</b>	<b>15,149</b>	<b>368</b>	<b>38,696</b>

Source: OfMA Department of Education, April 2025

***Quality of Education***

Oforikrom Municipal Assembly has a total of 2,382 teachers in 2024, with 46.64% serving in public schools and 53.36% in private schools. The number of trained teachers in the public schools amounts to 1012 representing 91.09% while untrained teachers sum up to 99 representing 8.91%.

**Table 2.9: Staff Strength in the Municipality**

	Public School		Private School	
	Trained	Untrained	Trained	Untrained

Basic	747	9	632	563
SHS	255	70	63	13
Special School	10	20	0	0
<b>Total</b>	<b>1,012</b>	<b>99</b>	<b>695</b>	<b>576</b>

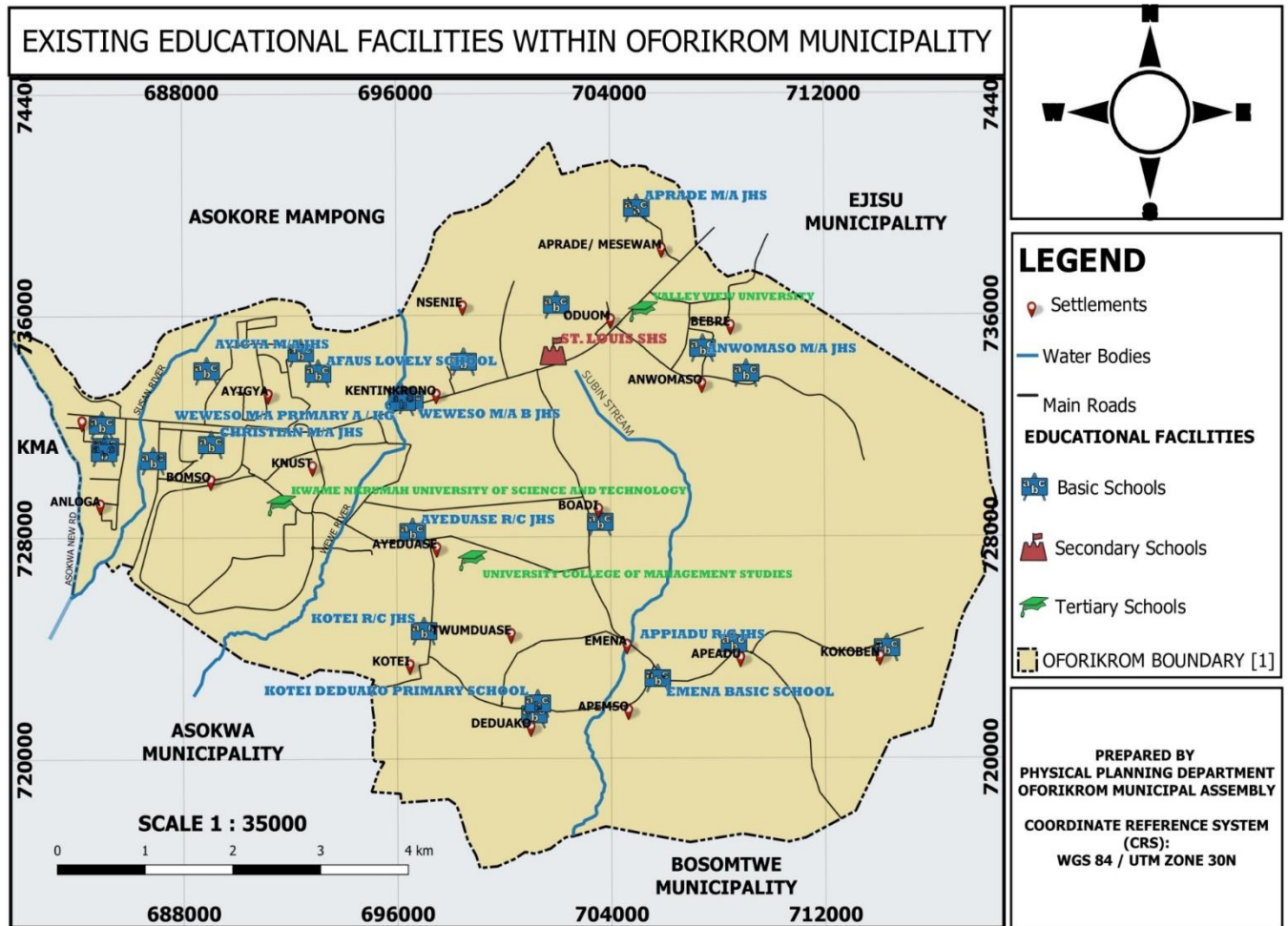
**Source: OfMA Department of Education, April 2025**

**Table2.10: List of Tertiary Schools in the Municipality**

S/N	Name	Location
1	Kwame Nkrumah University of Science and Technology	KNUST
2	University College of Management Studies	Ayeduase
3	Multimedia Institute of Ghana	Oforikrom
4	Valley View University	Oduom
5	Jackson College of Education	Ayeduase
6	Knutsford University College	Bomso
7	Christ the Teacher College of Education	Appiadu

**Source: OfMA Department of Education, January 2025.**

Fig. 2.9 Oforikrom Municipal Assembly; Existing Educational Facilities



### 2.2.4.2 Health

#### Health Facilities

The Municipality has in existence twenty-one (21) health facilities in the Municipality which is made up of seven (7) hospitals, one (1) quasi-government, five (5) privately and one (1) CHAG owned. The rest are two (2) health centres, two (2) CHPS Compound, four (4) clinics and six (6) maternity homes. The list of these facilities is presented in table 2.10 below.

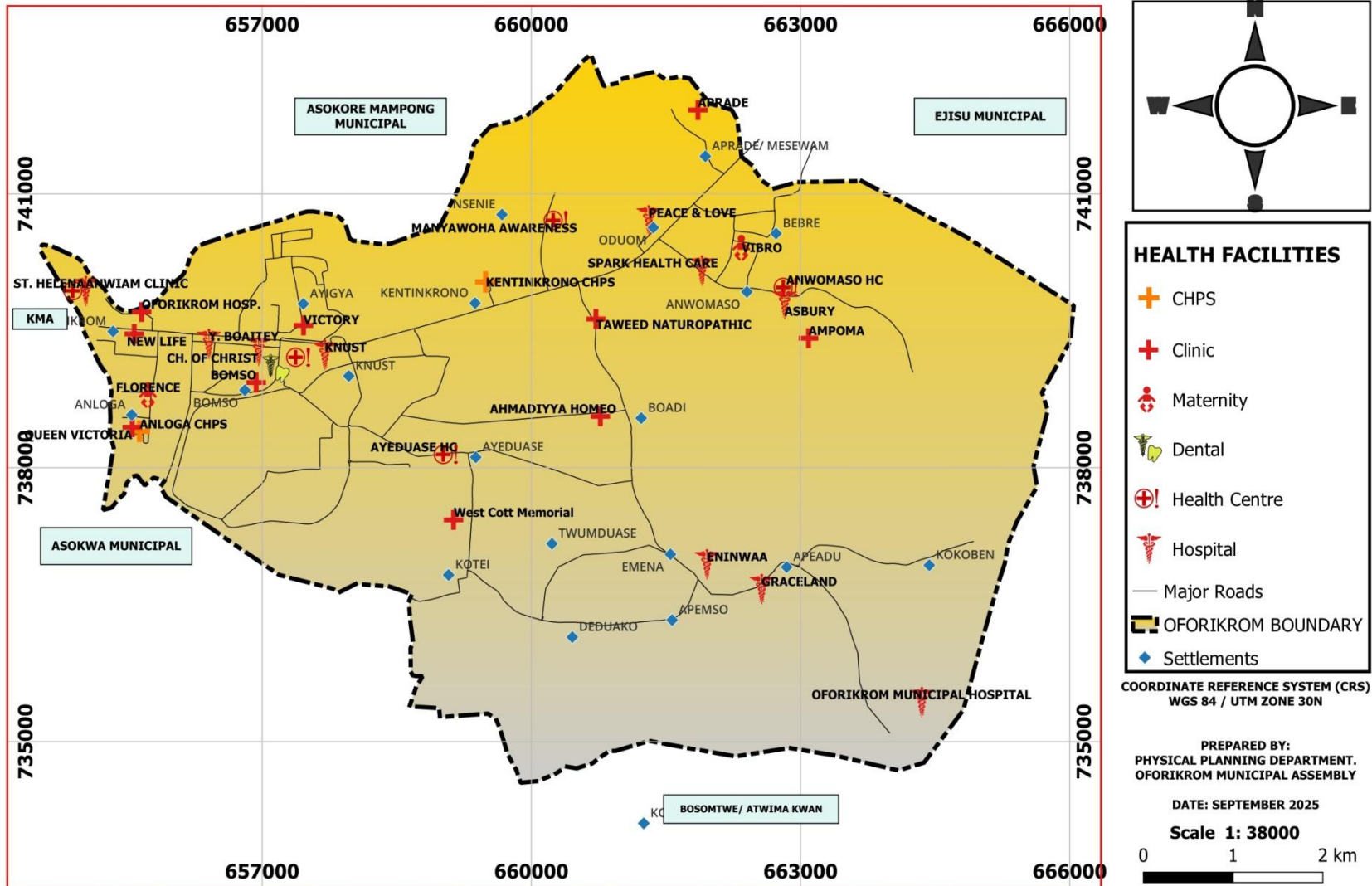
**Table 2.11: List of Health Facilities**

<b>S/N</b>	<b>Name</b>	<b>Status/Type</b>	<b>Location</b>
1	Ayeduase Health Centre	Government	Ayeduase
2	Aninwaah Medical Centre (Emena Hospital)	Private	Emena
3	Graceland Hospital	Private	Appiadu
4	Ahmadiyya Homeopathic Acupuncture and Herbal Clinic	Private	Boadi
5	Tawheed Naturopathic Clinic	Private	Boadi
6	Anwomaso Health Centre	Government	Anwomaso
7	Asbury Hospital	Private	Anwomaso
8	Vibro Maternity Home	Private	Anwomaso
9	Peace and Love Hospital	Private	Oduom
10	Kumasi Comfort Maternity Home	Private	Oduom
11	Kentinkrono CHPS Compound	Government	Kentinkrono
12	Nykon Clinic	Private	Kentinkrono
13	KNUST Hospital	Quasi-Government	KNUST

14	Bomso Clinic	Private	Bomso
15	Kumasi Church of Christ Mission Hospital	CHAG	Bomso
16	Victory (Kumasi) Maternity Home	Private	Ayigya
17	Yentumi Boaitey Memorial Hospital	Private	Bomso
18	Anloga CHPS Compound	Government	Anloga
19	Florence Maternity Home	Private	Anloga
20	New Life Maternity Home	Private	Oforikrom
21	Queen Victoria Maternity Home	Private	Anloga

**Source: OfMA Health Directorate, January 2025**

# EXISTING HEALTH FACILITIES WITHIN OFORIKROM MUNICIPALITY



## National Health Insurance Scheme

The Municipality has no permanent NHIS office and relies on services provided by neighboring Assemblies. This poses a challenge in assessing data of various categories and population. Data provided was obtained from the out-patient attendance in the health facilities within the Municipality.

There has been a consistent increase in the number of insurance clients from 53.7 percent in 2022 to 55.2 percent in 2024. This implies that the demand is growing and the Assembly should put measures in place to set an office within the Municipality.

**Table 2.12.: Client Attendance in Health Facilities**

Period	Total OPD Attendance	OPD Attendance Insured	%	OPD Attendance Non-Insured	%
2022	218526	117351	53.7	101175	46.3
2023	296057	160734	54.3	135323	45.7
2024	336440	185766	55.2	150674	44.8
2025@ July	206526	113577	55.0	92949	45.0

**Source: OFMA Department of Health, 2025**

## Maternal Mortality

There has been improvement in maternal mortality (institutional) from 96.4 to zero. The maternal care performance increased due to increased sensitization and education, good health care to

pregnant women, setting up of pregnancy school, less cost during antenatal using NHIS card and periodic visit to pregnant women by midwives in their homes.

## Out Patient Morbidity

The Number of diseases recorded in the Assembly which includes Upper Respiratory Tract Infection, Rheumatism, Malaria, UTI and Hypertension among others. The table below shows the list of OPD cases and number of clients affected.

**Table 2.13: Top Ten OPD Cases in the Municipality**

S/ N .	Disease	2022	%	Disease	2023	%	Disease	2024	%	Disease	2025 @ June	%
1	URTI	16,360	11.5%	Rheumatism	21447	8.4%	URTI	31155	11.1%	Rheumatism	16680	10.6%
2	Rheumatis m	13,806	9.7%	Malaria	20204	7.9%	Rheumatism	27447	9.8%	URTI	15496	9.9%
3	Malaria	13,771	9.7%	UTI	17717	7.0%	Malaria	20411	7.3%	Malaria	10382	6.6%
4	UTI	11113	7.8%	Hypertension	14313	5.6%	UTI	15630	5.6%	UTI	8705	5.5%
5	Intestinal Worm	7182	5.1%	Skin Diseases	9395	3.7%	Skin Diseases	9749	3.5%	Hypertension	5208	3.3%
6	Skin Diseases	6652	4.7%	Anaemia	8247	3.2%	Hypertension	8694	3.1%	Skin Diseases	5031	3.2%

7	Hypertension	6130	4.3%	Diabetes Mellitus	7145	2.8%	Anaemia	8374	3.0%	Diarrhoea Disease	3810	2.4%
8	Diabetes Mellitus	4219	3.0%	URTI	6884	2.7%	Diarrhoea Diseases	6174	2.2%	Anaemia	3583	2.3%
9	Anaemia	3991	2.8%	Gynaecological Conditions	5544	2.2%	Acute Eye Infections	4732	1.7%	Acute Eye Infection	2925	1.9%
10	Acute Eye Infection	2836	2.0%	Diarrhoea Diseases	4855	1.9%	Pneumonia	4683	1.7%	Gynecological Conditions	2888	1.8%

S/N	Disease	2022		Disease	2023	Disease	2024	Disease	2025 @ June
1	URTI	16,360	11.5%	Rheumatism	21447 (8.4%)	URTI	31155 (11.1%)	Rheumatism	16680 (10.6%)
2	Rheumatism	13,806	9.7%	Malaria	20204 (7.9%)	Rheumatism	27447 (9.8%)	URTI	15496 (9.9%)
3	Malaria	13,771	9.7%	UTI	17717 (7.0%)	Malaria	20411 (7.3%)	Malaria	10382 (6.6%)
4	UTI	11113	7.8%	Hypertension	14313(5.6%)	UTI	15630(5.6%)	UTI	8705 (5.5%)

5	Intestinal Worm	7182	5.1%)	Skin Diseases	9395(3.7%)	Skin Diseases	9749(3.5%)	Hypertension	5208 (3.3%)
6	Skin Diseases	6652	(4.7%)	Anaemia	8247(3.2%)	Hypertension	8694(3.1%)	Skin Diseases	5031 (3.2%)
7	Hypertension	6130	(4.3%)	Diabetes Mellitus	7145(2.8%)	Anaemia	8374(3.0%)	Diarrhoea Disease	3810 (2.4%)
8	Diabetes Mellitus	4219	(3.0%)	URTI	6884(2.7%)	Diarrhoea Diseases	6174 (2.2%)	Anaemia	3583 (2.3%)
9	Anaemia	3991	(2.8%)	Gynaecological Conditions	5544(2.2%)	Acute Eye Infections	4732(1.7%)	Acute Eye Infection	2925 (1.9%)
10	Acute Eye Infection	2836	(2.0%)	Diarrhoea Diseases	4855(1.9%)	Pneumonia	4683(1.7%)	Gynaecological Conditions	2888 (1.8%)

Source: OfMA Department of Health, July 2025

**Table 2.14: Immunization Coverage**

<b>Antigen</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025 @ June</b>
BCG	8758 (100.6%)	6121 (68.9%)	5098 (57.2%)	2179 (48.8%)
Penta 1	10105 (116.1%)	4125 (46.4%)	4481 (50.3%)	2360 (52.8%)
Penta 2	9825 (112.9%)	3899 (43.9%)	4275 (48.0%)	2336 (52.3%)
Penta 3	10117 (116.2%)	4105 (46.2%)	4335 (48.6%)	2297 (51.4%)
OPV 1	10135 (116.4%)	3868 (43.5%)	4537 (50.9%)	2579 (57.7%)
OPV 2	9706 (111.5%)	3767 (42.4%)	4221 (47.4%)	2334 (52.2%)
OPV 3	9922 (114%)	3875 (43.6%)	4349 (48.8%)	2292 (51.3%)
IPV 3	10168 (116.8%)	4401 (49.5%)	4250 (47.7%)	2358 (52.8%)
PCV 1	10027	4133	4406	2334

	(115.2%)	(46.5%)	(49.4%)	(52.2%)
PCV 2	9792 (112.5%)	3934 (44.2%)	4203 (47.2%)	2301 (51.5%)
PCV 3	9965 (114.5%)	4038 (45.4%)	4299 (48.2%)	2344 (52.5%)
Rota 1	10078 (115.8%)	3443 (38.7%)	4255 (47.7%)	2315 (51.8%)
Rota 2	10059 (115.6%)	3349 (37.7%)	4017 (45.1%)	2247 (50.3%)
Rota 3	9266 (106.5%)	2781 (31.3%)	3860 (43.3%)	2179 (48.8%)
Yellow Fever	8335 (95.1%)	3910 (42.3%)	3996 (43.3%)	2317 (51.2%)
Measles Rubella 1	8268 (95%)	4578 (50.6%)	5285 (58.9%)	2381 (52.6%)
Measles Rubella 2	7158 (82.2%)	3916 (44.1%)	4622 (51.9%)	2184 (48.9%)
Men A	7336 (84.3%)	4102 (46.2%)	4110 (46.1%)	2100 (47.0%)

Source: OfMA Department of Health, July 2025

**Table 2.15: Child Welfare Clinic (CWC) Indicators**

<b>Data / Period</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025 July @</b>
Total CWC Severe underweight Registrants (0-59months)	26	28	2	3
Total CWC Moderate underweight Attendance (0-59months)	836	656	791	388
Total CWC Moderate underweight Registrants (0-59months)	171	157	94	46
Total CWC Severe underweight Attendance (0-59months)	95	11	49	44
Early initiation of breastfeeding Rate (%)	86.3	83.2	87.4	82.7
Exclusive breastfeeding Rate at discharge (Percentage)	90.6	96.1	90.8	98.7

**Source: OfMA Department of Health, August 2025**

### **2.2.4.3 Social and Child protection**

Children face many challenges in terms of care, protection and affection. Some of the children within the Municipality face parental neglect, child labour, abuse by caregivers, teenage pregnancy, and school dropout, living and working on the street among others. This challenge is confronted by both males and females. Social interventions by UNICEF Integrated Social Service programme and the Department of Social Welfare and Community Development through its Child Protection Programme have been able to sensitize parents and children on various child protection activities. The activities included child rights and responsibility and gender role analysis, teenage

pregnancy, child abuse, child labour, drug abuse, sexual abuse, bullying, early exposure to sex and pornography, transitional sex and exploitation among others.

The Municipal Assembly also intervenes through sensitization and education of parents and guardians, enforcement of laws and skills training. Sensitization is done in the various basic and second cycle schools and some selected households within the Municipality using child protection flash cards and other tools.

The Department of Social Welfare and Community Development monitors day care centres to inspect certificates and their activities. Also, with the help of other stakeholders such as opinion leaders, Ghana Police Service, the department handles cases on child custody, child protection and family welfare, maintenance, reunification of missing children with their parents, child neglect and child abandonment.

Children in the municipality face neglect, abuse, and other risks that hinder their development, but interventions by social services, schools, and local authorities aim to protect them, promote their rights, and support their well-being and growth.

### ***Residential Homes for Children***

The Municipality has three Residential Homes for Children (RHC) providing care and education to the needy, orphans and abandoned children. The table below shows the details of inmates in the residential homes.

**Table 2.16: List of Residential Homes**

No.	Name of RHC	Location	No. of Children		
			M	F	TOTAL
1	All Nations Charity Home	Ayigya	16	9	25
2	King Jesus Charity Home	Boadi	9	17	26
3	Trinity Charity Home	Anwomaso	-	9	9
	<b>TOTAL</b>		<b>25</b>	<b>35</b>	<b>60</b>

**Source: OfMA Social Development Department, January 2025**

***Persons with Disability (PWDs)***

There are three hundred and eighty-three (383) Persons with Disability (PWD) registered with the Department of Social Welfare and Community Development consisting of one hundred and ninety-one (male) and one hundred and ninety-two (192) females. Out of the 383 registered PWDs, 206 are physically challenged, 72 are hearing impaired, 23 are visually impaired, 19 are intellectually disabled, 26 are autistic and 37 with other types of disabilities such as Albino, burnt survivals. The Assembly provides support to these persons in various forms including the provision of start-up capital, sensitization, skills training, payment of school fees and medical bills. The Municipal Assembly also enforced building regulations/codes with emphasis on the provision of disability friendly infrastructure. The below shows the type of PWDs supported.

**Table 2.17: Type of PWDs Supported**

<b>Type of Disability</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Physically challenged	9	36	9	11
Visually challenged	2	4	2	4
Hearing impaired	3	13	5	10
Autistic	1	2	2	8
Burnt Saviour	0	1	1	0
Multiple Disability	2	1	0	6
Cerebral palsy	0	1	2	4
Stroke	0	0	0	1
Mentally challenged	0	0	1	1
Intellectual Challenged	0	0	0	1
<b>Total</b>	<b>17</b>	<b>58</b>	<b>22</b>	<b>46</b>

**Source: OfMA Social Development Department, January 2025**

#### **2.2.4.4 Nutrition**

As part of the implementation programme to strengthen Maternal and Child Health, the activities conducted to promote the nutritional status of mothers and children 0-5 years were Growth Monitoring and Promotion, Nutrition Surveillance in Day Care Centers, Mass Vitamin “A” Supplementation Children (6-59 months), Diet Related Disease, Iodated Salt Programme and Survey, Nutrition/Health Education and Promotion, Maternal Vitamin “A” Supplementation, Child Health Promotion Week Celebration.

Promoting maternal and child nutrition through these initiatives supports children’s growth, cognitive development, and overall health, while improving maternal well-being, ultimately fostering a healthier and more productive future generation.

#### **2.2.4.5 Water and Sanitation**

Access to safe water and sanitation are human rights (United Nations General Assembly Report, 2010). Water is an indispensable commodity for the survival of living things. Consequently, access to safe drinking water and good sanitation promote good health which leads to a productive labour force. Provision of potable water and proper sanitary infrastructures e.g.; waste disposal sites, septic treatment plants etc. are therefore an obligatory civic responsibility that must be effectively and efficiently borne by the Assembly.

With regards to water for consumption, domestic and industrial use, inhabitants have access to various kinds of facilities. These include pipe – borne, tanker supply, sachet/ bottled water, wells, borehole, spring/rain water, rivers/stream and dugouts. The major source of water supply is pipe-borne which is being supplied by Ghana Water Company Limited (GWCL). However, the rapid population growth of communities in the Municipality together with infrastructure constraints of GWCL has resulted in irregular and intermittent water supplies within some communities. This situation has compelled some households to resort to the use of alternative water sources to complement the deficit of safe water supplies. Those without such facilities in their neighborhoods

have to cover quite a distance to fetch water at mechanized boreholes drilled by the Assembly within communities.

With regards to sanitation, Oforikrom has two main methods for collecting and disposing off solid waste. These are the house-to-house collection and the communal collection points. The main contractors for the collection of waste within the Municipality are Zoomlion Ghana Ltd. and Asadu Company which is located at Oforikrom and Kentinkrono respectively. The house-to-house collection is carried out by compactor trucks and tricycles that move from house to house. The frequency of emptying the household bins is usually once a week depending on the area. The charges for house-to-house collection ranges from GH¢20.00 to GH¢70.00.00 per household and based on the classification of the area. However, it is worth noting that the amount paid for the house-to-house collection is reviewed annually during the fee fixing resolution.

Communal collection on the other hand is whereby a skip container is placed at a vantage point within the community and community members commute there to dispose of their waste at a fee. The introduction of the 'Pay as you Dump' system has addressed the bottlenecks that hitherto were being faced by the community collection system. The Assembly has Nineteen (19) skip containers placed in 15 communities within the Municipality.

In addition to these methods, others use alternative disposal methods, which are unapproved and as such are very detrimental to the environment. These include burning of waste in the open and disposal into drains and rivers during rainfall. It is a cause for concern that about 10 percent of households dispose their waste improperly. This may be attributed to the inability of some households to pay for the amount charged for either collecting or dumping at the communal refuse sites. This phenomenon partly explains the poor environmental condition that has engulfed certain communities in the Municipality.

The Municipality currently has no final disposal site of its own. Refuse collected within the Municipality are sent to Esereso Adaigya landfill site within Bosomtwe District Assembly. It is

envisaged that in future an engineered landfill site will be constructed for the processing of waste generated in the Municipality.

Poor access to safe water and proper sanitation in the municipality can cause health problems, reduce people’s ability to work, and increase medical costs. When water supply is irregular, households struggle to meet their needs, and improper waste disposal harms the environment and living conditions. Improving water supply and waste management would make communities healthier, more productive, and support overall development.

Table 2.18: List of Skip Containers Sites

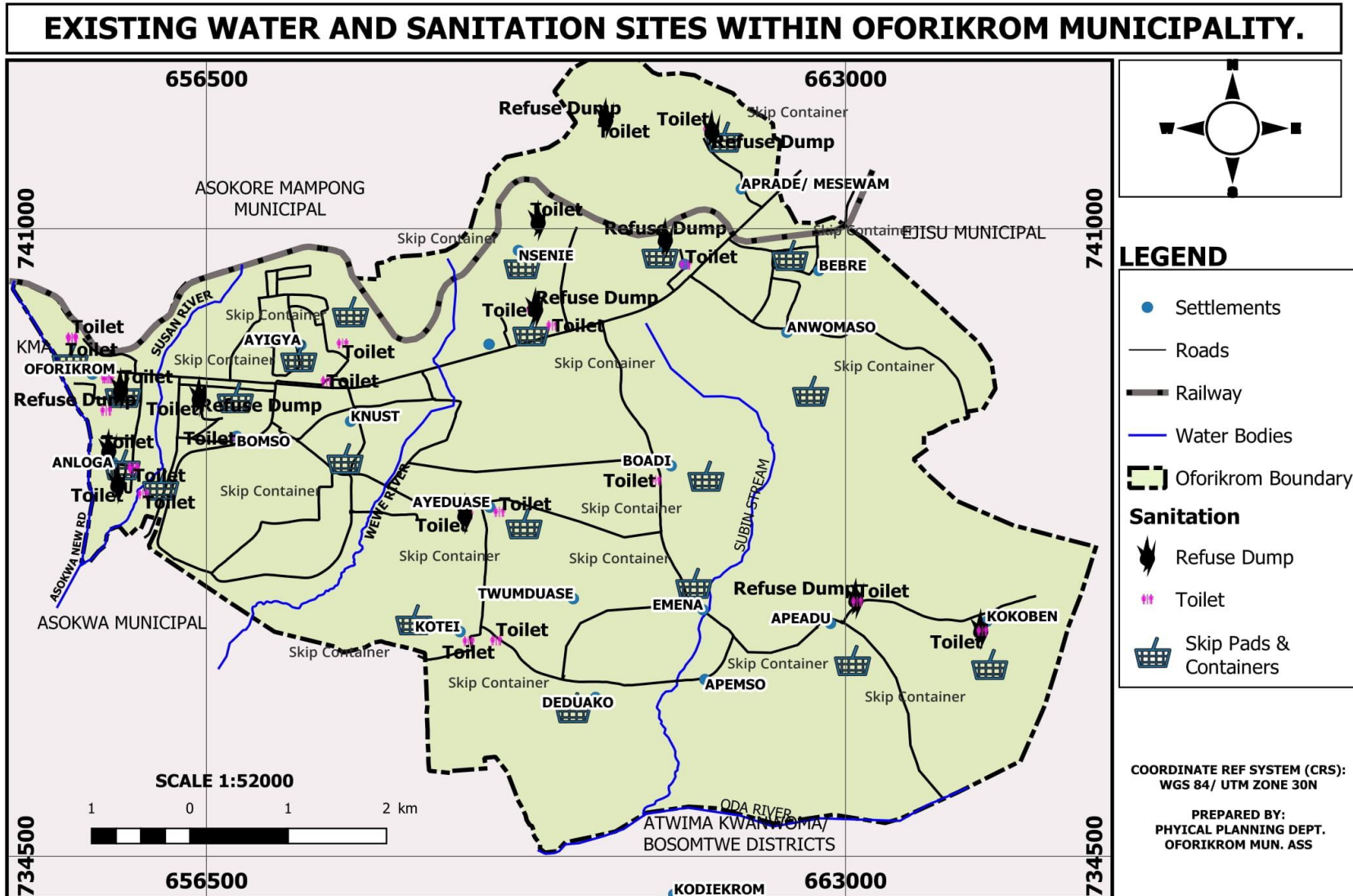
<b>S/N</b>	<b>Community</b>	<b>Number of Containers</b>
1.	Anloga Junction	2
2.	Oforikrom	2
3.	Anloga Onion Market	1
4.	Susankyi	1
5.	Bomso	1
6.	Ayigya Zongo	2
7.	Ayeduase	1
8.	Appiadu	2
9.	Kokoben	1

10.	Aprade	1
11.	Mesuem	1
12.	Kentinkrono	1

13.	Nsenie	1
14.	Kotei	1
15.	Emena	1
<b>Total</b>		<b>19</b>

**Source: OfMA Environmental Health Unit, April 202**

Fig. 2.11 Oforikrom Municipal Assembly; Existing Water and Sanitation Sites



#### **2.2.4.6 Housing**

Housing has come to be accepted on various platforms as one of the most essential elements in our lives. Inita Henilane, 2016(UN, Habitat) defines housing as one of the most important life components giving shelter, safety and warmth as well as providing a place to rest. The Municipality can boast of providing shelter for a vast majority of inhabitants as its population during the 2021 PHC stood at 213,126. The Municipality is a rapidly growing area, partly influenced by urbanization, population growth and its status as a hub for education. The average annual increase in the housing stock is 2.4% with most new buildings situated at Anwomaso New Site, Kotei, Deduako, Kentinkrono, Apemso and Appiadu. There are also a number of hostels around the KNUST campus also providing shelter to the students who reside off the campus.

Adequate housing in the municipality provides people with shelter, safety, and comfort, which are essential for well-being and productivity. As the population grows and urbanization increases, expanding housing helps meet the needs of residents and students, supports social stability, and contributes to the municipality's overall development.

#### **2.2.4.7 Gender**

It can be realized that both males and females are engaged in economic activities within the Municipality. Activities such as carpentry work, barbering, farming, photography, transport services are male dominated while petty trading, hawking, dress making, catering, etc. are female dominated. Both sexes can be seen to have equal opportunity to own land and property in the Municipality however when it comes to leadership positions such as at the Assembly level, females are poorly represented. Fourteen (14) out of fifteen (15) elected Assembly members are males. There is therefore the need to encourage females to take up leadership positions so that the needs of females are well catered for to help bring about balanced development.

Both men and women contribute to the local economy, but women are underrepresented in leadership positions. Encouraging more women to take on leadership roles would ensure their

needs are addressed, promote gender equality, and support balanced social and economic development in the municipality.

#### **2.2.4.8 Migration**

Oforikrom is experiencing significant migration, primarily rural to urban migration. This migration is a major driver of population growth, with migrants making up nearly 50% of the total population (PHC 2021). This movement is driven by various factors, including the search for better economic opportunities, access to social amenities and a quest for better quality of life.

The presence of the Kwame Nkrumah University of Science and Technology (KNUST) is also a major force that draws students and professionals to the Municipality.

Many migrants engage in informal trading, street vending and small-scale enterprise, which has boosted local commerce. Increase in migration has led to a surge in demand for housing, resulting in high rents in communities such as Ayeduase, Kotei, Emena and the proliferation of slums at Oforikrom Dagombaline.

High migration to Oforikrom increases the population and boosts local commerce through informal trading and small businesses. However, it also creates pressure on housing, leading to higher rents and the growth of slums, which can affect living conditions, social services, and overall urban development.

#### **2.2.4.9 Aged Care**

The department of Social Welfare and Community Development is collaborating with National Health Insurance Authority (NHIA) and implementing the Livelihood Empowerment against Poverty (LEAP) Program to provide socio-physio services to address their challenges.

Currently, one hundred and sixty-one (161) households are beneficiaries on LEAP and over two hundred (200) indigenes have been enrolled onto the NHIS. These have reduced hunger and improved access to basic needs like food, clothing and healthcare. However, some poor households

are left out and there is the need to expand the LEAP programme to include all aged within the Municipality.

Programs like LEAP and NHIS improve the well-being of vulnerable households by reducing hunger and increasing access to food, clothing, and healthcare. Expanding these programs to reach more people would further reduce poverty, improve health, and support overall social and economic development in the municipality.

#### **2.2.4.10 Family life**

Family life reflects a mix of traditional Ghanaian values and modern urban influences. The nuclear family system is increasing within the Municipality due to urbanization, but many people still maintain extended family ties. Some families are comprised of individuals married through Christian, Islamic or Traditional marriage while others cohabit informally. Polygamy still exists within the Municipality but declining among educated and younger generations. Most families rely on formal work, small businesses like trading, food vending and artisanal work. With the family setting, most males are the bread winners but economic pressure has increased female participation and older children often assist with family income through part-time work. The parenting style used in households are strict disciplinary measures, and modern dialogue-based approaches.

Increasing female and child involvement in income generation can improve household livelihoods, while a mix of traditional and modern parenting shapes social values, discipline, and future societal development in the municipality.

#### **2.2.4.11 Youth**

According to Population and Housing Census 2021, Oforikrom Municipal Assembly has a large youth demographic (ages 15-35). Many of whom are students and others are actively engaged in various socio-economic, educational and cultural activities. Football is one of the major sporting activities with communities competing in leagues organised by the Member of Parliament and

Assembly Members. Also, basketball, volleyball and other sports activities are gaining popularity due to annual university games.

Due to limited formal employment opportunities, many youths are engaged in small businesses like the operation of shops, food joints, mobile money services, tailoring, mechanics, carpentry, hair dressing, online business, tech-related ventures amongst others. The Assembly provides skill training for the youth in income generation activities such as liquid soap, beads making and fresh yoghurt to create employment. Also, start-up capital, welding machines, sewing machines and dryers were provided by the Business Advisory Centre to support new businesses. Youth empowerment program, mentorship and skill trainings were also organized by NGOs and local leaders in the Municipality. However, unemployment has led to drug abuse, robbery, cybercrime and prostitution.

The large youth population in Oforikrom has the potential to drive economic growth, innovation, and community development through education, sports, and small businesses. Expanding youth skill training, mentorship, and entrepreneurship support can enhance their productivity, reduce social vices, and promote sustainable development in the municipality.

## **2.2.5 Environment**

### **2.2.5.1 Human Settlement (Built Environment)**

Built environment refers to areas where man has fundamentally transformed landscapes such as urban settings and agricultural land conversion into a simplified human environment. OfMA has more built-up environment than the natural environment. The Municipality can boast of a vast number of buildings offering accommodation to its populace and also the students around KNUST. There is also infrastructure for the provision of services including transportation and all these increase the percentage of virgin lands that have been developed by man. There is however sprawling of settlements making it difficult to preserve the little natural environment left. It is thus important steps are taken to encourage densification. Old settlements such as Anloga, Oforikrom, parts of Ayigya also need gentrification. High rise buildings should be built to replace the old structures. This will make room for more open spaces for recreational activities, spaces for

greenery and also improve the aesthetics of the area. It will also preserve the little natural environment for there to be ecological balance.

Promoting densification, gentrification, and high-rise development can create more open spaces, preserve the environment, and improve living conditions, aesthetics, and sustainable urban development.

### **2.2.5.2 Climate Change**

The Municipality falls within the wet sub-equatorial climate. The average minimum temperature is about 21.5°C and a maximum average temperature of 30.7°C. The average humidity is about 84.16 percent at 0900 GMT and 60 percent at 1500 GMT. The moderate temperature and humidity coupled with the double maxima rainfall regime (214.3mm in June and 165.2mm in September). There are two rainy seasons with the peak between May- June and October. The Municipality is also experiencing some changes in the climate. The rainfall pattern has become erratic affecting lives and properties including agricultural productivity. Due to increased number of vehicles using fossil fuel, burning of waste in the open, and the use of charcoal/wood as the main source of energy by inhabitants and light industries, amongst other activities, the level of Greenhouse gases emitted has also increased significantly. Temperatures can go as high as 39°C and drop to 19°C in cold seasons. This phenomenon has been attributed to the cases of skin infections recorded within the Municipality. There are also respiratory diseases recorded at health facilities within the MA. In the area of agriculture, there is also the incidence of some diseases affecting crops and animals which have been attributed to the changes in the climate. Some mitigation methods will therefore have to be adopted to help curb the situation such as the planting of trees to serve as carbon sinks, reduction in activities that promote the emission of greenhouse gases, etc.

Implementing mitigation measures like tree planting and reducing harmful emissions can protect health, improve agricultural productivity, and support sustainable environmental and socio-economic development.

### **2.2.5.3 Infrastructure**

## *Transportation*

The dominant medium of transportation within the Municipality is the road network. The road network can be categorized into arterials, collectors and local roads. It has the Trans Saharan roads linking the country to the landlocked countries in the West Africa sub-region, which is the Accra – Kumasi – Tamale highway. Furthermore, it has arterial roads which carry in-coming and out-going traffic from the Municipality and Anloga Junction serves as the main point where most of these routes converge. Due to the presence of heavy vehicular traffic at from Ejisu into the Municipality and also at Anloga junction it is important that alternative routes be constructed from Ejisu to Suame or beyond so that vehicles traveling from Accra to the Brong-Ahafo region and/or the Northern parts of the country do not have to drive through the Municipality and help ease the congestion on the roads. The estimated length of roads within the Municipality is about 540.55km. Out this length, 85.948km is tarred. This length of tarred roads does not include roads on KNUST campus.

The Ghana Railway Company used to operate passenger rail service between Kumasi and Accra through Ejisu, Nkawkaw, Koforidua and Nsawam as well as between Kumasi and Takoradi on daily basis. The location of the rail station was at Kumasi, i.e. between Central Market, Kejetia, Adum and Asafo Market. Oforikrom Municipality has a stretch of this railway line along its border with Asokore Mampong Municipal Assembly at Ayigya. There is also a stretch of railway lines at Bebre, Aprade and Oforikrom. The railway service has however been defunct for over a decade due to the obsolete and poor nature of infrastructure facilities. There is also encroachment within the railway buffer. It is anticipated that the government will revamp the railway sector and enhance the mobility of both goods and services in the -Municipality and the nation as a whole. Below is a picture showing a part of the railway line at Oforikrom

Improving road infrastructure, creating alternative routes, and reviving the railway would enhance transportation, stimulate commerce, reduce congestion, and support overall economic development in the municipality.

**Fig. 2.12: Railway line at Oforikrom**



### **Spatial Analysis of Settlement System**

The scalogram analysis provides a detailed assessment of the functional hierarchy and centrality of settlements within the study area. It evaluates the availability and diversity of key social, economic, and infrastructural services to determine the relative importance and level of development of each community. In total, twenty-two settlements were examined using thirty functional indicators, including educational institutions, health facilities, financial services, transport infrastructure, religious centers, and water sources.

Among the settlements analyzed, KNUST recorded the highest level of functionality with a total centrality index of 353.6, confirming its position as the primary service and administrative center in the area. It is followed by Anwomaso (345.7), Bomso (290.5), Ayeduase (253.0), and Anloga (231.3). These settlements serve as secondary centers, providing a wide range of services and facilities that support both local residents and surrounding communities. They are characterized by

a high concentration of educational institutions, health facilities, financial institutions, and social amenities.

At the lower end of the hierarchy are settlements such as Apemso, Mesewam, Kodiekrom, Bebre, and Kokoben. These communities recorded the lowest centrality indices, ranging from 10.6 to 45.2, indicating limited availability of essential facilities. Such settlements depend on higher-order centers for major services, particularly in healthcare, education and finance.

The analysis also reveals a general relationship between population size and functional diversity, though some variations exist. Larger settlements such as Ayigya and Oforikrom exhibit higher service concentrations due to their urban characteristics and strategic locations along major transportation routes. Conversely, smaller settlements tend to have limited access to facilities and services.

Overall, the Scalogram serves as a valuable tool for spatial and development planning. It identifies service gaps, highlights priority areas for infrastructure investment, and supports equitable distribution of facilities to promote balanced regional development among the settlements.

The scalogram analysis shows that larger and strategically located settlements like KNUST, Anwomaso, and Bomso have better access to services and infrastructure, supporting education, healthcare, and economic activities.



**Source: MPCU, 2025**

The above tool was used to assess the functionality of settlement in relation to facility distribution. Specifically, there are Twenty-Two (22) communities. The higher order settlements are KNUST, Ayigya, Oforikrom and Bomso. As the scalogram depicts there is no district hospital in the Municipality, however there some that are privately owned. KNUST Hospital remain the biggest hospital within the Municipality. Provision of health facilities is not a problem since the existing ones are adequate.

### ***Network and Communication Technology (ICT)***

Telecommunications services play a major role in the daily activities of all citizens of Oforikrom in addition to its significant impact on businesses. Oforikrom has two types of telecommunication networks namely the mobile networks and the fixed line system. There is only one fixed line operator, which is Vodafone Ghana Ltd. On the other hand, there are five mobile telecommunications network companies operating in the Municipality. These are Telecel, Tigo and Airtel and MTN providing variety of services. Telecel Ghana Ltd provides lines for both voice and non-voice (data) communication and they are connected to each other by Digital Radio Transmission Links in start configuration. All the telecommunication network service providers in the Municipality have advanced technology (Long Term Evolution-4G) in terms of internet services.

One emerging trend in the telecommunication industry is the mobile money service, which allows subscribers to send and receive money through their mobile devices with collection points metro-wide. This service is largely patronized by SMEs and individuals for financial transactions, which underscores the huge dependence of the local economy on the telecommunication industry. However, services provided by these telecommunication firms are marred with frequent call cuts, erratic network and expensive tariffs. Nonetheless, it is worth noting that the operations of these telecommunications service providers are highly dependent on a reliable power supply, which is nonexistence in Oforikrom.

Improving network reliability and electricity access would enhance communication, boost commerce, support SMEs, and foster overall socio-economic development in the municipality.

### Available Networks/ Connectivity

1. MTN - 4G/3G/2G/GSM
2. TELECEL - 4G/3G/2G/GSM
3. AIRTELTIGO - 4G/2G/GSM

### Issues with Operations

1. Poor connections during harsh weather conditions

### Flow of Information

The Assembly depends on the electronic media, print media, other departments, opinion leaders and information centres in and around the Municipality.

Below is the number of the various media represented in the Municipality

**Table 2.20: Lists Of Information Centres in the Municipality**

S/N	NAME OF CIC	COMMUNITY	CONTACT PERSON	CONTACT
1.	Tv3 Info. Center	Deduako	Agyingo	0249976080
2.	Boadi Info. Center	Boadi	Eric	0243944637
3.	The Way Info. Center	Anwomaso	Owusu Afriyie	0547136644
4.	High Tension Info. Center	Anwomaso	Frank Appiah	0243168342
5.	Episcopal Info. Center	Susuanso	Alexander Doughan	0547598450
6.	St. Michael Info. Center	Anloga	John Tawiah	0542911437

7.	Kent City Info. Center	Kentinkrono	Kofi boateng	0540447725
8.	God's Time Info. Center	Aprade	Asiedu	0244804484
9.	Odeifour Info. Center	Appiadu	Nicholas Mensah	0242774941
10.	Me Judge akasa Info. Center	Angloga Junction	Elvis	0594918510
11.	Opumpuni Info. Center	Bebre	Osei Pumpuni	0249708382
12.	Masha Allah Info. Center	Ayigya Zongo	Mallam Suleimana	0244636810
13.	Emena Info. Center	Emena	Kofi Asante Jnr.	0542163351
14.	Kokoben Info. Center	Kokoben	Godfred k. Baffour	0545014566
15.	Se-manhyia Info. Center	Oforikrom	Georgina Quansah	0242252116
16.	Okyesonyame Info. Center	Nsenie	Eric	0249013407
17.	Chriss Info. Center	Kotei	Jennifer	0544158241
18.	Oduom Info. Center	Oduom	Adjei Hayford	

**Source: OfMA NCCE Directorate, April 2025.**

Most centers have issues with media content. Eg adverts, mostly herbal medicines that are directed toward the audience are sometimes not censored. Obscene words are mostly used to describe drugs that are not approved. Issues of noise control also exist.

### **List Of Radio/ Tv Stations**

1. Nhyira Fm
2. Luv Fm
3. Focus Radio
4. Tek TV

#### **2.2.5.4 Energy**

Oforikrom Municipal Assembly energy system has been undergoing a significant energy transformation, characterized by major infrastructure developments, emerging renewable opportunities, and persistent challenges. This analysis synthesizes current projects, resources, and future directions based on available data. However the Municipality is speedily evolving into Ghana's middle – belt energy hub, with multiple thermal power projects concentrated in the Oforikrom Municipality specifically in the Anwomaso area. There has been a thermal power expansion in the Municipality which has four independent power producers that has been established in Anwomaso.

These independent power producers include; Aska Energy : Developing a 205MW plant (Phase 1 completion : May 2025; Phase 2 : End – 2025), CENIT Energy : Constructing a 330MW facility (scheduled Q3 2025 completion),Kumasi 1 Thermal Power Plant (K1TPP) : Relocating and recommissioning former AMERI units ( 14MW capacity; full operation expected by July 2025) and Genser Energy: Providing gas supply infrastructure to fuel the plant.

Some development implications included creation of jobs and local employment for the people in Oforikrom Municipality due to the thermal power expansion. Apart from the municipality using national grid energy, the energy system in the Oforikrom municipality extends beyond just electricity and some of these sources of energy are Liquefied Petroleum Gas (LPG), Charcoal and firewood.

Additionally, reliance on alternative energy sources like LPG, charcoal, and firewood highlights the need for sustainable energy planning to ensure long-term environmental and socio-economic benefits in the municipality.

### ***Liquefied Petroleum Gas (LPG)***

The liquefied petroleum gas (LPG) is one of the major sources of energy in Oforikrom Municipal, mainly used for cooking in households, restaurant and street food vendors. It is sold in cylinders of various sizes (e.g. 6kg, 12kg, 12kg etc.) and there are 7 gas fuel pumps stations in the municipality. Liquefied petroleum gas (LPG) produces less smoke and indoor air pollution, hence reducing respiratory diseases. However, there is a high risk of gas leaks, explosions and fires if not handled properly.

However, the risks of leaks, fires, and explosions highlight the need for proper safety measures and public education to ensure safe energy use, supporting both health and sustainable development in the municipality.

#### **2.2.5.5 Asset Maintenance**

Asset maintenance is vital to the operation of every organization as it ensures its continuous and smooth operation. Without asset maintenance, an assets lifespan is considerably shorter and the operational limitations of equipment's and machinery greater. This section of the report outlines the measures put in place to maintain the assets of the Oforikrom Municipal Assembly for the planned period 2025-2029.

Proper asset maintenance in the Oforikrom Municipal Assembly ensures that equipment and infrastructure function efficiently for longer periods, supporting uninterrupted service delivery.

**Table 2.21: Maintenance Plan**

<b>Type of infrastructure/ assets</b>	<b>Type of maintenance</b>	<b>Schedule of maintenance</b>	<b>Estimated cost of maintenance ( GH¢)</b>	<b>Location</b>	<b>Responsibility</b>
Vehicles	Lubricating, re-aligning,	Quarterly	50,000.00	MA	Transport

	replacement of parts				Officer
Motor bikes	Lubricating, replacement of parts	Quarterly	6,000.00	MA	Transport Officer
Plant generator	Lubricating, replacement of parts	Quarterly	12,000.00	MA	Procurement Unit
Computers and accessories	Adjusting, cleaning	Quarterly	8,000.00	MA	Procurement Unit/ MIS
Furniture and fittings	Adjusting, cleaning	Quarterly	16,000.00	MA	Works Department
Terminals/lorry stations	Cleaning	Half yearly	40,000.00	Municipal Wide	Roads/ Transport Department
Roads	Pothole patching, filling and reshaping	Half yearly	148,000.00	Municipal Wide	Roads Department
Footbridges	Cleaning, painting	Half yearly	100,000.00	Municipal Wide	Roads Department

Culverts	Inspecting, cleaning	Half yearly	200,000.00	Municipal Wide	Roads Department
Signage for street naming	Inspecting, cleaning, painting	Half yearly	5,000.00	Municipal Wide	Works Department
Police station/post	Inspecting, cleaning, painting	Half yearly	80,000.00	Municipal Wide	Works Department
Boreholes		Half yearly	24,000.00	Municipal Wide	Works Department
School blocks	Inspecting, cleaning, painting	Half yearly	200,000.00	Municipal Wide	Works Department
Toilets	Inspecting, cleaning, painting	Half yearly	15,000.00	Municipal Wide	Works Department
Health facility	Inspecting, cleaning, painting	Half yearly	40,000.00	Municipal Wide	Works Department
Skip pad	Cleaning, painting	Half yearly	5,000.00	Municipal Wide	Works Department

Market	Cleaning, painting	Half yearly	200,000.00	Municipal Wide	Works Department
Luminaires (Streetlights)	Replacement of parts, cleaning	Monthly	15,000.00	Municipal Wide	Works Department
Speed ramps	Inspecting	Half yearly	12,000.00	Municipal Wide	Works Department
<b>TOTAL GH¢ 1,154,000.00</b>					

## 2.2.6 Governance

### 2.2.6.1 Peace and Security

Peace and security in Oforikrom Municipal have been relatively good. There has been a number of interventions both from within and the national level aimed at addressing root causes of instability while fostering sustainable growth, with clear developmental implications. Three (3) police station were established within 2022 to 2024 to add to the existing stock. However, there are Challenges the Municipality faces due to Youth Unemployment in areas like Ayigya Zongo, Anloga, Oforikrom, Ayeduase, Land Disputes and Weak Law Enforcement. Other Security Interventions established were Creating youth job programs (e.g., green entrepreneurship) and resolving land disputes via digitize land records through the Physical Planning Department, there is adequate provision of solar-powered streetlights and CCTV in central business areas and prime locations like Tech Junction, KNUST and Anloga Junction, Training of neighborhood watches groups (linked to police) in Bomso and Ayigya. These interventions have culminated in reduced crimes,

safer household and deter crime. The Municipal Assembly aims to budget adequately for security programmes to further fortify the security regime of the Municipality.

Security interventions like police stations, youth employment programs, digitized land records, streetlights, CCTV, and neighborhood watch training reduce crime, promote community well-being, and support sustainable development in the municipality.

#### **2.2.6.2 Community Action Planning**

Community planning action involved engaging residents, local leaders, and stakeholders in the design and execution of development projects to ensure they align with the needs and priorities of the people. The Municipal Planning Co-ordinating Unit (MPCU) gives technical backstopping to zonal council to prepare Action Plans for their Communities. During the previous plan period Participatory Needs Assessment was carried out using method of Town hall meetings, surveys, and focus group discussions (e.g., with farmers, traders, and youth groups), Community-Based Committees were formed. Needs and Aspirations were gathered through massive involvement key local actors. Community Action Planning is major aspect of local governance and enhances ownership of plans. Community Action Plan contains; Local Resource Mobilization Strategies, projects and activities to be implemented, Community Clean up exercises and planting trees. The CAP is linked to programme of action and annual action plan in the Medium-Term Plan, for implementation. This concept has been successfully implemented in Oforikrom Municipality. However wider stakeholder in involvement in the process should be considered to further strengthen the concept

Community action planning in Oforikrom empowers residents to participate in decision-making, ensuring development projects meet local needs and priorities.

#### **2.2.6.3 Popular Participation**

Popular Participation refers to the active involvement of citizens, civil society organizations (CSOs), private sector actors, and local communities in the planning, implementation, monitoring,

and evaluation of development policies and programs. Popular Participation has been promoted and implemented in Oforikrom Municipal through; Decentralization & Local Governance: It emphasizes decentralized development planning, where the Municipal engaged citizens in decision-making and also Town Hall Meetings, Community Forums, and Public Hearings which are used to gather input on local priorities, Inclusion of Civil Society & Private Sector CSOs, NGOs. Reports from National Development Planning Commission (NDPC) allow citizens to track progress and Social Audits & Community Scorecards enabling grassroots feedback on government projects e.g. Planting for Food and Jobs (PFJ), Youth & Gender Inclusion and National Youth Authority (NYA) initiatives.

The Municipal Assembly and other government entities uses radio, Information Centers TV, and social media to educate citizens on development programs. Notwithstanding the gains made on implementation of Popular Participation, it faces these gaps; limited grassroots awareness of development plans, Weak feedback mechanisms between the Assembly and citizens and Political interference in local governance. Participation can be strengthened through more local language outreach (e.g., radio jingles in Twi), Mandatory citizen feedback loops for all government projects. Incentives (e.g., tax breaks for CSOs that monitor projects).

Addressing gaps such as limited awareness and weak feedback channels can further enhance citizen engagement, improve service delivery, and promote sustainable socio-economic development in the municipality.

#### **2.2.6.4 Interaction with Traditional Authorities**

Oforikrom Municipality is within the Greater Kumasi thus falls under the authority of Otumfuo. However, communities like Ayeduase, Kotei, Ayigya, Anwomaso, Nsenie, Kokoben, Apiadu have chiefs, whilst Bomso Kesie and Ketewa have Queen mothers.

Traditional authorities (chiefs, queen mothers, clan/family heads) play a critical role in the municipal development planning. Traditional Authorities (Nananom) has played a vital role in the Municipality by being the Land Stewardship, holding custodial rights to communal lands. They also play important role in conflict Mediation by Resolving land disputes to fast-track

development. Cultural Advocacy to preserve sacred groves and heritage sites (e.g., riverside shrines) as part of eco-tourism initiatives are important roles of Nananom. There is also a strong co-ordination between the traditional authorities and the Physical Planning Department in the area of Planning & spatial development. Chiefs play key role in the adherence of planning regulation within their jurisdiction. Traditional authority plays significant role in tourism. Among the few tourists destination within the Municipality is the monument (shrine) at Kentinkrono and Akwasidae Festival.

Traditional authorities in Oforikrom including chiefs, queen mothers, and clan heads play an important role in supporting municipal development by managing communal lands, resolving conflicts, and maintaining cultural heritage, which helps ensure stability and community buy-in for development projects.

#### **2.2.6.5 Corruption**

Corruption undermines development by diverting resources, distorting priorities, and eroding public trust. Incidence of corruption facing the Municipality were revenue Leakage due to Weak oversight in revenue collection (e.g., market tolls, property rates) leading to misappropriation of funds, Land Disputes due to unauthorized land sales and zoning violations due to collusion between land owners and developers.

Oforikrom Municipal emphasized open governance and anti-corruption reforms, which align with its needs. These Anti-Corruption focus was Strengthening institutional oversight and citizen engagement, enhancing transparency in tax collection and expenditure tracking, implementing open contracting platforms for infrastructure projects and combating misinformation through media literacy campaigns. Oforikrom uses its official website to disseminate information and also through traditional platforms like public fora and engagements where community members abreast themselves with the happenings in the Municipality. Digitize revenue systems (e.g., e-payment portals) are used to reduce cash handling and leakages. Oforikrom Municipal Assembly has successfully implemented the GIFMIS System through the budget and finance unit to enable tracking of expenditures. One major way the Municipal Assembly enhances transparency to reduce skepticism among community members is by publishing quarterly audit reports on the

Municipal Assembly's website and Strengthening oversight units like the Audit Committee to perform optimally.

Strengthening transparency through digital revenue systems, open contracting, citizen engagement, and regular audits improves accountability, restores trust, supports better resource allocation, and enhances sustainable socio-economic development in the municipality.

#### **2.2.6.6 Social Accountability and Implementation**

Social accountability is the process of empowering citizens to hold municipal and service providers' accountable. It is critical for ensuring the effectiveness, transparency, and inclusivity development plans for the municipal. Social accountability mechanisms helped in identifying real community needs (not just top-down assumptions), reduce corruption (via citizen monitoring of projects), improve service delivery (health, education, infrastructure) and strengthen trust between government and citizens. Implementation strategies carried out forming Community Accountability Teams (CATs) in each zone (e.g., Ayigyaa, Kentinkrono) to monitor projects and report irregularities and train CATs on Ghana's *Right to Information Act*. The Municipal Assembly, through its Budget and Planning Unit conduct social accountability forum on the implementation of Annual Action Plans, Composite Budget and Public Financial Management (PFM) Act. This gives the citizenry the platform to inquire about issues of development. Q&A sessions with municipal officials through radio, to rate municipal departments annually on transparency and inclusivity is done periodically. There is a synergy between Physical Planning Department and Traditional Authority to resolving complaints about land allocation or stalled projects.

Among the challenges of social accountability regimes in Oforikrom Municipal Assembly are low enforcement of existing accountability and citizen participation in local governance. Some ways to mitigate social accountability challenges are institution of departmental funding to social accountability activities, deploying mobile vans to propagate the roles and mandate of the Oforikrom Municipal Assembly, integrating the Ghana's National Anti-Corruption Action Plan (NACAP) in the Medium-Term Development Plan of the Assembly, embed social accountability KPIs into the Municipal Assembly's annual performance reviews. Intensify partnership with

CSOs, NGOs and development partners like CDD-Ghana (Center for Democratic Development) and GIZ to enhance social accountability.

Social accountability in Oforikrom strengthens good governance by empowering citizens and communities to participate in planning, monitoring, and evaluating development policies and programs, which helps ensure public services and projects truly reflect local needs and priorities.

#### **2.2.6.8 Implementation, Monitoring and Evaluation**

The main mandate of Oforikrom Municipal Assembly as a local governance entity is to oversee and facilitate development within its jurisdiction. Project formulation and implementation is very key to the overall development of Oforikrom Municipality. Execution of development projects is based on prioritizing the needs of communities and available budgetary allocation.

The Central Administration of the Assembly co-ordinate all activities of other decentralized departments in one plan for implementation. Through the sub-committees of the Assembly developmental issues are discussed for onward reporting to the executive before approval is given at the General Assembly. Another major co-ordination function of the Assembly is seen through the community engagement sessions by the Municipal Chief Executive of the Assembly. First-hand information is secured through this forum for planning and budgeting purposes.

On the issue of Monitoring and Evaluation, through the Inter-Sectoral Planning meetings, programmes, projects and activities of the Assembly are assessed to know progress or otherwise. Regular Stakeholder Forums with chiefs, assembly members, and CSOs for inclusive planning and Inter-Agency M& E sessions. Quarterly Performance Reviews to assess contractors and departments against MTDP targets and indicators. Department like Health, Agric and Education conduct annual review sessions to Measure Impact and make future Informed decisions. Public Feedback Mechanisms and town hall meetings should be enhanced assess satisfaction.

By coordinating departments and engaging residents in planning and budgeting, the Assembly fosters better project outcomes, promotes sustainable socio-economic growth, and helps ensure that limited resources are used efficiently for the overall development of the municipality.

## 2.2.7 Emergency Preparedness and Response

### 2.2.7.1 Disaster Incidents

Disaster is a serious disruption of the functioning of a community or society at any scale due to hazardous events interacting with conditions of exposure, vulnerability and capacity, leading to human, economic and environmental losses and impacts. The Municipality faces two main disasters, namely: natural and man-made. Some natural disasters include flooding, windstorm etc. while man-made disasters comprise of fire outbreaks, building collapses, road accidents, waste management and environmental pollution etc.

Factors such as climate change, environmental degradation, deforestation, urbanization, poor land management, poor waste management influence the disaster incidents within Oforikrom Municipality.

The Municipal Assembly experiences flooding largely as a result of urban poor settlement like slums, building in waterways and poor waste management. The risk of flooding leads to displacement of vulnerable people, destruction of properties and assets and loss of lives. The interventions adopted by the Municipal Assembly to curb the menace includes desilting of choked drains, dredging of water ways, clean up exercises, public education and sensitization on early warning signs in churches, mosques, schools, transport terminals and markets.

Also, relief items are distributed to affected victims within the Municipality. Areas prone to flooding in the Municipality include Oforikrom New-Site, Anwomaso High Tension Area, Anloga (Nkansem), Anloga Junction, Dagomba Line and Emena. The table below shows the flooding incidents occurred from 2022 to 2024 and the communities affected.

Although the Municipal Assembly's interventions (drain desilting, public education, and relief support) help reduce impacts, recurring disasters continue to divert resources from long-term development to emergency response.

**Table 2.22: Number of people and communities affected by Flood**

Years	Number of people affected	Location /
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	Male	Female	Boys	Girls	Community
2022	88	61	47	55	-Bebre -Anwomaso High Tension -Kodiekrom
2023	1	4	1	1	-Ayigya Zongo
2024	9	15	4	6	-Deduako -Twumduase /Kodiekrom
<b>Total</b>	98	80	54	62	

**Source: OfMA NADMO, April 2025.**

Oforikrom Municipality has experienced several fire outbreak, often linked to urban hazards, poorly planned housing with narrow access roads, weak electrical grid resulting in overloaded circuits, illegal connections and faulty electrical cables. The most significant recent incident occurred in Bomso within Oforikrom Municipality, causing extensive damage. This disaster has inflicted substantial economic losses to affected victims leading to the inability to cater for families. The interventions adopted by the Assembly include education and sensitization on domestic and commercial fire at fuel stations, schools, mosques, churches. Also, NADMO in collaboration with the Ghana Fire Service sensitizes the indigenes on the proper use of fire extinguisher at fuel stations, terminals and information centers. The table below shows the fire incidents occurred from 2022 to 2024 and the communities affected.

**Table 2.23: Number of people and communities affected by Fire**

Years	Number of people affected	Location /
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	<b>Male</b>	<b>Female</b>	<b>Boys</b>	<b>Girls</b>	<b>Community</b>
<b>2022</b>	7	19	14	7	-Emena-Boadi -Ayigya Zongo -Dagomba Line -Anloga
<b>2023</b>	34	42	13	26	-Susanso -Anloga -Anwomaso -Ayigya Zongo
<b>2024</b>	61	33	23	27	-Aprade -Anwomaso -Ayeduase -Bomso -Dagomba Line -Kentinkrono-Nsenie
<b>Total</b>	102	94	50	60	

**Source: OfMA NADMO, April 2025.**

The Municipality has been experiencing windstorm over the years causing property damage, power outages and loss of life. This has led to displacement of people, loss of income rendering the victims homeless. The interventions adopted by the Assembly includes provision of relief items, emergency support and assesses damages, public education and sensitization on wind disasters at churches ,mosques, schools and information centers within the Municipality. Also the Assembly encourages stronger building codes and tree maintenance near power lines as well as educating the residents on securing loose roofing and weak structures, trimming trees near homes and power lines to avoid unforeseen occurrences. The table below shows the wind storm incidents occurred from 2022 to 2024 and the communities affected.

**Table 2.24: Number of people and communities affected by Windstorm**

Years	Number of people affected				Location / Community
	Male	Female	Boys	Girls	
2022	12	13	6	5	-Anwomaso -Aprade -Apemso
2023	4	0	0	0	-Ayeduase
2024	0	0	0	0	
<b>Total</b>	4	13	6	5	

Source: OfMA NADMO, April 2025.

**2.2.7.2 Disaster Risk Management**

Disaster risk management is a strategy used in development policy to lessen the devastating impact of disasters. It is important in ensuring that the impact of the disasters on the victims and the population at large is mitigated. The Assembly adopted an integrated approach since issues involved in disaster management are multi sectorial. Managing risk involves ensuring that prevention preparedness response and recovery programmes are adopted. The Assembly faces risk such as flooding, fire outbreak, building collapse and public health emergencies due to urbanization, poor drainage systems and informal settlements amongst others. The Assembly operates under the Ghana National Disaster Management Plan and National Building Regulations to enforce safety standards. Also, local bye-laws address issues like unauthorized construction, waste disposal and flood prevention.

The strategies adopted by the Assembly to manage disaster includes: desilting drains and enforcing laws against dumping waste in waterways, education and sensitization on early warning signs, fire safety, flood preparedness and sanitation, ensuring proper land use and preventing construction in flood- prone zones, market inspections and training for traders on fire prevention. The challenges faced in disaster risk management includes inadequate resources for disaster preparedness and infrastructure, poor compliance with building and sanitation regulations, unplanned settlement which leads to increase hazards and residents ignorance to warning signs.

The Municipal Assembly must strengthen the community-inclusive approach by improving infrastructure, enforcement, public awareness which will intend reduce the vulnerabilities and enhance resilience against disasters.

Strengthening infrastructure, law enforcement, and community awareness will reduce disaster risks, protect livelihoods, and improve resilience, allowing the Assembly to focus more resources on long-term socio-economic development rather than emergency responses.

### **2.2.7.3 Disaster Preparedness and Response**

Disaster preparedness and response involves planning, organizing and equipping communities and individuals to effectively respond to and recover from natural or man-made disasters. With increasing population growth, rapid and unplanned urbanization, climate change and human behavior, a growing number of people and assets are exposed to disasters. However, improved practice and response mechanisms save lives speed up recovery and reduce the impacts of disasters.

The Municipal Assembly in consultation with stakeholders prepared a Disaster Preparedness Action Plan which serves as a guide for implementation of activities. Also, in terms of community preparedness, the Assembly formed nineteen (19) Disaster volunteer groups in sixteen (16) communities. These groups were trained on disaster management and equipped with the tools for their operations.

The Assembly in collaboration with the Ghana Fire Service sensitized hostels, hotels schools, offices, businesses on the use of fire extinguisher, trained workplace and institutions in fire drills and preventions, conduct inspections and enforcement of fire safety regulations. The Service has ninety-eight fire hydrants within the Municipality which has assisted in their operation. Also, Ghana Road Safety Commission in collaboration with the Transport Department conducted road safety education programs for drivers, pedestrians, market and schools. Assembly's preparedness and response over the years has reduced the impact of disasters within the Municipality.

Training volunteer groups, enforcing fire safety measures, and promoting road safety reduce loss of lives and property while speeding up recovery after disasters. As disaster impacts are reduced, the Assembly can allocate more resources to long-term development rather than emergency interventions.

### 2.3. Development Projections for 2026 – 2029

Planning is futuristic and since population forms the core basis for all planning exercises and constitutes human resource with needs that vary according to the size, composition and distribution over time, its forecast is a vital tool for development planning. Therefore, the section projected key areas/sectors of the municipal economy for the plan period of 2026-2029.

The annual growth rate of 1.4 percent for the Municipality has been used in the projections using the exponential forecasting technique. The 2021 PHC figures serve as the base year and it has been assumed that all prevailing conditions that resulted in the growth rate exist. It has been further assumed that the population cohort will remain unchanged. An underlying assumption is that the Municipal population growth rate is held constant over the plan period. Mathematically, the formula for the exponential forecasting technique is defined as:

$$P_t = P_0 e^{rt}$$

where  $P_t$  = the future population

$P_0$  = the current (base – year) population

$r$  = the population growth rate

$t$  = the projection period in years

$e = 2.718282$  is a constant

However, reliance on fixed assumptions means that unexpected changes in migration, urbanization, or economic conditions could affect development outcomes, making regular data review and plan adjustment important.

**Threshold Population for Services (Standards)**

**Table 2.25: Threshold Population for Services (Standards)**

District Central Hospital	30,000
Health Centre	10,000
Health Post/CHPS Compound	5,000
Water point (borehole/well/pipe)	300
Hand-dug well	150
KVIP	400 : 50 persons per squat hole
VIP	8 persons squat hole
WC	8 persons per squat hole
Nursery/Primary/J.H.S.	2,000
S.H.S./Vocational	30,000
Police Station	20,000
Bank	70,000
Post Office	70,000
Postal Agency	3,000
Circuit Court	50,000

**Source: MPCU,2025**

**Table 2.26: Development Projections**

<b>SECTOR/INFRASTRUCTURE</b>	<b>CURRENT LEVEL</b>	<b>PROJECTION (2026-2029)</b>
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<p><b>EDUCATION</b></p> <ul style="list-style-type: none"> <li>• Senior High School</li> <li>• Junior High School</li> <li>• Primary School</li> </ul>	<ul style="list-style-type: none"> <li>• Senior High School Three (3) =</li> <li>• Junior High School Twenty-Five (25) =</li> <li>• Primary School Fifteen (15) =</li> </ul>	<p>One (1) additional school by 2026</p> <p>Two (2) additional School to be added.</p> <p>One (1) additional school for 2026-2029</p>
<p>HEALTH</p>	<ul style="list-style-type: none"> <li>• Clinic = Five (5)</li> <li>• Health Centre = Two (2)</li> <li>• Hospital = 6</li> </ul>	<p>One (1) additional facility to be added in 2026</p> <p>One (1) additional facility for 2027</p> <p>One (1) additional facility in 2026</p>
<p>MARKET</p>	<ul style="list-style-type: none"> <li>• Market = 7</li> </ul>	<p>One (1) additional for 2026. This number will increase when there is urban density increase.</p>
<p>WATER</p>	<ul style="list-style-type: none"> <li>• 46 (Public borehole)</li> </ul>	<ul style="list-style-type: none"> <li>• Two (2) additional boreholes yearly till 2029.</li> </ul>

	<ul style="list-style-type: none"> <li>• Pipe-Water (GWCL)Household connected= 6,641.</li> <li>• Pop. Served by GWCL = 26,564</li> </ul>	<ul style="list-style-type: none"> <li>• 6,731 Household connected, and additional 90 HH connected through to 2029</li> <li>• 27,892 pop. Served in 2026, and 5% additional pop. Served through to 2029.</li> </ul>
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**Source: MPCU,2025**

## 2.4 List of Development Issues (Strengths, Weakness, Opportunities and Threats)

The key development issues of the communities and citizens within the Municipality were identified through a participatory approach using the Community Action Plan (CAP) model. Key stakeholders were drawn from various interest groups which included Traditional Authorities, Assembly Members, Unit Committees, Faith-Based Organizations, Women's Groups, Market Women's Groups, Persons with Disabilities (PWD) Groups and among others from all the fifteen electoral areas in the Municipal Assembly.

**Table 2.27 List of Development Issues**

	<b>List Of Development Issues</b>
1.	Limited access to suitable agricultural lands
2.	Limited access to credit for SMEs
3.	High cost of farm inputs
4.	Increased rate of unemployment
5.	Limited access to entrepreneurship training for the youth
6.	Low agricultural produce
7.	Lack of agricultural markets
8.	Presence of stray animals
9.	Improper waste disposal
10.	Environmental pollution/Degradation
11.	Poor sanitation and waste management

12.	Inadequate lorry stations/terminals
13.	Indiscriminate sales of unauthorized spaces
14.	High rate of encroachment of wetlands
15.	Poor drainage system
16.	Inadequate spatial Planning
17.	Poor condition of road surface
18.	Inadequate market infrastructure
19.	Flooding
20.	Inadequate streetlight
21.	Depletion of footbridge
22.	Inadequate classroom blocks
23.	Inadequate health infrastructure
24.	Limited coverage of social protection programs for vulnerable groups
25.	Undeveloped Tourist Sites
26.	Fencing of schools
27.	Inadequate school furniture
28.	Inadequate durbar grounds
29.	Inadequate household toilet facilities
30.	Low participation of stakeholders
31.	Inadequate security
32.	Inadequate resources for disaster management

The outputs from these Community Action Plan were integrated into the Municipal’s needs assessment and problem identification processes. The issues identified through the CAPs were then summarized and subjected to a SWOT (Strengths, Weakness, Opportunities and Threats) analysis as presented in the Annex 1.

**Table 2.27: Estimated Future Development Needs**

<b>Developmental dimensions</b>	<b>Needs</b>	<b>Location</b>
Economic development	Provision of farm inputs	Kentinkrono, Ayigya
	Vaccination of animals	Ayigya
	Construction of Agricultural Market	Kentinkrono
	Provision of technical support to farmers to boost productivity.	Anwomaso, Aprade
	Access to agricultural lands	Kokoben
	Access to entrepreneurship training for the youth to reduce unemployment	Ayigya Zongo, Bomso, Anloga East, Anloga West, Anloga East, Kotei, Emena, Deduako
	Provision of credit facilities for SMEs	Anwomaso, Aprade

	Creation of jobs	Anloga junction, Oforikrom east, Ayigya, Kotei, Prade
Environment, Infrastructure and Human Settlement	Provision of streetlight	Deduako, Kentinkrono, Kokoben, Anloga West, Ahenbrunum
	Construction/Expansion of Market	Kentinkrono, Kotei
	Construction of durbar grounds	Ayigya-Adumase, Anloga
	Provision of Community Park	Deduako M/A, Oforikrom
	Develop tourist sites	Kentinkrono, Tech, Ayeduase
	Planting of grass on school field	Deduako M/A, Oforikrom
	Construction of police station	Anloga East (Jackson square new road)
	Regulate unauthorized development	Aprade, Oforikrom East, Anloga West (Nkasem Road), Anloga East, Oforikrom Newsite
	Construction of foot bridge	Deduako, Tech, Dagombaline, Anloga Junction, Deduako,

		Apemso, Ayigya Zongo
	Re- development of old market	Aprade, Anloga East, Oforikrom west
	Enforcement of by-laws on usage of wetlands	Kentinkrono, Anloga East, Kotei-Deduako,
	Rehabilitation of road networks	Anloga East
	Construction of pen for stray animals	Anloga junction
	Renovation of durbar grounds	Deduako
	Provision of lorry station	Kotei
	Provision of Speed rumps	Deduako, Kentinkrono, Kokoben, Anloga West, Ahenbrunum
	Provision of bus terminal	Kentinkrono, Kotei
	Provision of skip pads/Skip containers	Anwomaso, Deduako, Anloga East, Kentinkrono, Bomso, Aprade, Appiadu, Emena, Kokoben

	Desilting of choked gutters	Anwiam, Oforikrom West, Oforikrom East, Ahenbrum, Aketego, Oforikrom Newsite
	Improve sanitation	Anloga West, Anloga East, Appiadu, Kokoben, Ayigya Zongo, Dagombaline
	Provision of boreholes	Oduom, Bomso, Bose-Hifa, Oforikrom East, Kotei
	Construction of drainage systems	Ayigya-Aketego, Anwomaso, Kentinkrono, Aprade, Ayigya Zongo, Ayigya Ahenbrum, Tech Junction, Aketego (Adumasa), Ayigya M/A school, Mango ase to Central Mosque, Emeck road, yellow house, Alhaji Osman Danda Road
	Dredging of waterways	Anloga East, Anwomaso, Deduako, Kentinkrono, Aprade
	Maintenance of boreholes	Appiadu, Aprade, Kokoben
	Construction of household toilet facilities	Emena, Appiadu, Ayigya, Anloga west, Oforikrom east, Kotei, Ayigya Zongo, Anloga.

Governance, Corruption and Public Accountability	Provision of police post	Oforikrom West, Gao, Anloga, Bomso M/A, Aketego, Deduako, Apemso, Bomso, Ahenbrunum, Emeck road
	Provision of watch dogs	Anloga West, Ayigya
	Unauthorized parking	Onion Market, Tech Junction
	Involvement of Unit Committee Members in development activities	Anloga West, Oforikrom East, Appiadu
Emergency Planning and Response (Including COVID-19 Recovery Plan)	Provision of resources for disaster management	Deduako, Tech, Dagombaline, Anloga Junction, Deduako, Apemso, Ayigya Zongo
Social development	Construction of health facilities	Deduako, Aprade, Kotei
	Expansion of clinic	Anwomaso
	Upgrading of CHPs Compound to health centre	Kentinkrono
	Construction of classroom block	Deduako, Bomso MA, Kotei RC
	Renovation of classroom block	Appiadu, Bomso MA

	Construction of computer lab	Deduako MA
	Manufacturing of school furniture	Anloga West, Ayigya MA, Islamic school
	Fencing of school	Kentinkrono MA, Anwomaso MA, Kotei RC, Kokoben
	Construction of Institutional toilet	Oforikrom A Umul Qura, Kotei RC
	Supply of computer equipment	Kentinkrono MA
	Construction of school park	Bomso MA
	Expansion of coverage of social protection programs for vulnerable groups	Ayigya Zongo, Bomso, Anloga East, Anloga West, Anloga East, Kotei, Emena, Deduako
	Develop tourist sites	Kentinkrono, Ayigya Zongo Aketego

**Source: MPCU, April, 2025**

## CHAPTER THREE

### KEY DEVELOPMENT PRIORITIES

#### 3.0 Introduction

This Chapter outlines the key development issues of the Oforikrom Municipal Assembly for the period 2026-2029. These issues were derived from the situational analysis, stakeholder consultations, community engagements, and technical review sessions held at the Zonal and Municipal levels through community needs assessment and a review of the existing situation of the Municipality.

#### Guiding Principles

The identification and prioritization of development issues and interventions were guided by the following principles:

- ❖ Severity and scale of the development challenge
- ❖ Social and economic impact of proposed interventions
- ❖ Alignment with community aspirations and human development needs
- ❖ Contribution to inclusive and sustainable spatial development
- ❖ Consistency with national policy objectives and the Sustainable Development Goals (SDGs)

#### Harmonization of Community Needs and Development Issues

Through this systematic process, the Assembly ensures that its development interventions are relevant, equitable, inclusive, and sustainable, and that they respond effectively to the needs of citizens across all communities within the Municipality.

The Municipal Planning and Coordinating Unit (MPCU), through zonal planning sessions and stakeholder consultations, harmonized community aspirations with the development challenges identified during the situational analysis. The community-level consultations highlighted persistent needs, including poor road networks, inadequate boreholes, limited educational and health infrastructure, and insufficient electricity extensions.

These concerns were aligned with the unresolved challenges captured in the 2022–2025 MTDP to ensure continuity and consolidation of development interventions across the Municipality.

The harmonization process confirmed that community concerns are strongly consistent with the Municipal Assembly’s strategic priorities—particularly in the areas of infrastructure improvement, agricultural productivity, job creation, quality education, and social service delivery.

### **Alignment With The 2026–2029 National Medium-Term Development Policy Framework (NMTDPF)**

The Assembly’s key development issues were aligned with the policy objectives and strategies of the forthcoming National Medium-Term Development Policy Framework (NMTDPF), 2026–2029, to ensure that local initiatives contribute effectively to national and global development outcomes.

The alignment process, facilitated by the MPCU, ensures:

- ❖ Policy continuity from the 2022–2025 planning period;
- ❖ Integration of national flagship programmes into local development planning;
- ❖ Effective inter-departmental coordination among decentralized agencies; and
- ❖ Sustainability of development interventions in line with the Ghana@100 Vision.

This alignment guarantees that all municipal development programmes remain consistent with national priorities, sectoral policy directions, and the broader medium-term development agenda.

### **Prioritization Process**

A participatory and evidence-based approach was adopted to prioritize development issues across all sectors. The Matrix Data Analysis Tool and the Pairwise Ranking Tool were applied to ensure inclusivity, transparency, and objectivity during the prioritization process.

At the community level, the Pairwise Ranking Tool enabled participants to compare development issues in pairs and select the most pressing one based on agreed criteria such as severity, urgency, and the population affected. The frequency with which an issue was selected determined its final ranking.

At the technical level, the Municipal Planning and Coordinating Unit (MPCU) applied the Prioritization Matrix, which quantified and ranked issues using measurable development criteria and weightings consistent with NDPC guidelines.

This two-tiered approach ensured that community perspectives were harmonized with technical analysis, resulting in a prioritized set of development issues that accurately reflects both local needs and strategic planning considerations.

### **3.1 Key Development Priorities**

Analysis of the profile and the past development strategies revealed that several development gaps continue to persist within the Municipality. The development issues obtained were prioritized based on a set of criteria and a prioritization tool (pairwise ranking in Annex 2). Factors considered in the prioritizing the identified development issues include:

1. Severity of the problem and the intended benefits (social, economic, environmental, etc.) of addressing it.
2. Significant linkage to meeting basic human needs and rights.
3. Significant multiplier effects in the sustainable spatial development of designated spaces or corridors.

From the analysis during the prioritization process, certain development gaps emerged as critical areas that must be addressed before considering other concerns. This implies that the Assembly, together with its development partners, should focus on these priority areas, as they are likely to have a more significant impact on the local economy. These prioritized development issues are listed below:

#### ***Prioritized development issues***

1. Limited access to suitable agricultural lands
2. Limited access to credit for SMEs
3. High cost of farm inputs
4. Increased rate of unemployment
5. Limited access to entrepreneurship training for the youth
6. Low agricultural produce
7. Lack of agricultural markets
8. Presence of stray animals
9. Improper waste disposal
10. Environmental pollution/Degradation
11. Poor sanitation and waste management
12. Inadequate lorry stations/terminals
13. Indiscriminate sales of unauthorized spaces
14. High rate of encroachment of wetlands
15. Poor drainage system
16. Inadequate spatial Planning
17. Poor condition of road surface

18. Inadequate market infrastructure
19. Flooding
20. Inadequate streetlight
21. Depletion of footbridge
22. Inadequate classroom blocks
23. Inadequate health infrastructure
24. Limited coverage of social protection programs for vulnerable groups
25. Undeveloped Tourist Sites
26. Fencing of schools
27. Inadequate school furniture
28. Inadequate durbar grounds
29. Inadequate household toilet facilities
30. Low participation of stakeholders
31. Inadequate security
32. Inadequate resources for disaster management

## **CHAPTER FOUR**

### **DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES**

#### **4.0 Introduction**

This chapter outlines the development goals, objectives and strategies of the Oforikrom Municipality for 2026-2029 Medium term periods. These development interventions outlined are aligned with the National Development Plan Framework derived from the prioritized issues identified in the preparation of the 2026-2029 Medium Term Plan and Sustainable Development Goals (SDGs).

#### **4.1 Formulation of Development Goals, Objectives and Strategies**

The formulation of goals, objectives, and strategies for the 2026–2029 planning period was conducted by a participatory process involving extensive stakeholder consultations, Community Action Plans (CAPs), and a comprehensive analysis of existing development conditions and SWOT outcomes. This strategic focus is to harness the Municipality’s strengths and opportunities to foster inclusive development, enhance infrastructure, promote environmental sustainability, and improve overall living standards.



**Table 4.1: Formulation of Development Goals, Objectives and Strategies**

Prioritized Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
<b>Dimension/Thematic Area: ECONOMIC DEVELOPMENT</b>					
Limited access to suitable agricultural lands	Enhance access to productive and sustainable agricultural land	To increase access to secure and suitable agricultural land for registered farmers from the 2025 baseline by 50% by December 2029.	1.6.1 Create an enabling agribusiness environment	1.1 Promote Sustainable Land Management practices 1.2 Introduce Climate-Smart Agriculture techniques 1.3 Improve land tenure security 1.4 Invest in reclamation of degraded lands	Land use planning and management
Limited access to credit for SMEs	Enhance access to affordable	1. To improve financial literacy and credit	1.4.8 Boost credit access for local traders	1.1. Develop and implement financial literacy program	Local Economic Development

	and timely credit for SMEs to promote economic development	worthiness of at least 70% of registered SMEs by December 2029.  2. To increase the number of functional cooperative unions among SMEs by 60% by December 2029.		2.1 Promote formation of cooperatives unions  2.2 Strengthen the capacity of the unions	
High cost of farm inputs	Reduce the cost and improve the accessibility of quality farm inputs to enhance	To reduce the average cost of priority farm inputs for smallholder farmers by 30% by December 2029.	1.6.1 Create an enabling agribusiness environment	1.1 Promote farmer cooperative and bulk buying	Feed Ghana Programme

	agriculture				
Increased rate of unemployment	Create sustainable employment opportunities	To reduce youth unemployment in the Municipality by 40% by December 2029.	2.8.2 Promote job creation and decent work	1.1 Promote entrepreneurship and small business development 1.2 Strengthen capacity of youth in business development 1.3 Strengthen the capacity of Youth Employment Agency	Youth Empowerment and Skilled Development
Limited access to entrepreneurship training for the youth	Improve accessibility and inclusivity in entrepreneurship	To increase youth participation in structured entrepreneurship and skills training programmes by 50% by December 2027.	1.3.3 Improve support for entrepreneurship and MSME development	1.1 Integrate entrepreneurship into formal education. 1.2 Establish community-based training hubs 1.3 Strengthen the capacity of Business Advisory Centres	Youth Empowerment and Skilled Development

Low agricultural produce	Boost agricultural productivity	<ol style="list-style-type: none"> <li>1. To increase average crop yields of major food crops by 60% by December 2029.</li> <li>2. To reduce post-harvest losses of selected crops by 50% by December 2029.</li> </ol>	1.6.2 Enhance agricultural production and agri-business for economic transformation	<ol style="list-style-type: none"> <li>1.1Adaption of climate-smart farming techniques</li> <li>1.2Adaption of modern farming techniques</li> <li>1.3Strengthen the capacity of Agricultural Extension Officers</li> <li>2.1Adoption of proper harvesting, handling and sorting techniques</li> <li>2.2Improve storage and packing</li> <li>2.3Implementing pest and</li> </ol>	Feed Ghana Programme

				disease management	
Lack of agricultural markets	Develop efficient market systems to ensure farmers have reliable channels to sell produce, thereby boosting incomes and stimulating local economic	<p>1. To improve market access for local farmers by 60% by December 2028.</p> <p>2. To enhance value-chain integration and efficiency for priority commodities by December 2029.</p>	<p>1.4.2 Enhance Domestic Trade</p> <p>1.4.7 Improve connectivity &amp; reduce transport costs</p>	<p>1.1 Build and equip a centralised and well-managed market facility</p> <p>1.2 Establish and promote digital platforms</p> <p>1.3 Improve transport and logistics connectivity</p> <p>2.1 Investment in post-harvest storage and processing facilities</p> <p>2.2 Promote economies of scale through farmer cooperatives</p>	24 Hour Market Enhancement Program

	growth				
Presence of stray animals	Implement humane animal management	1.To achieve 80% reduction in roaming stray animals by 2029  2. To reduce the incidence of roaming stray animals in urban communities by 80% by December 2029.	3.5.1 Reduce Environmental Pollution	1.1 Enforce existing by-laws 1.2 Establishment of animal holding facility  2.1Strengthen the capacity of Environmental Health officers to create awareness  2.2Intensify public education campaign	Environmental Health and Hygiene Promotion
<b>Dimension/Thematic Area: Social Development</b>					
Inadequate classroom blocks	Improve educational infrastructure	1. To increase the number of classroom blocks by 50% by	2.6.1 Enhance equitable access to, and participation in quality	1.1Build new classroom blocks	Educational Infrastructure & Service Delivery programme

	e	December 2029.  2. To improve the quality and safety of existing school infrastructure by the end of 2029	education at all levels	1.2Build the capacity of the Municipal Works Department  2.1Develop and implement a routine maintenance schedule	
Inadequate health infrastructure	Improve health Infrastructure	1. To increase the number of functional health facilities by 50% by December 2029.	2.3.7 Provide adequate health infrastructure and institute functional health logistics	1.1.Prioritize building new health facilities and upgrading existing ones based 1.2.Integrate health infrastructure development into	Health Infrastructure &Service Delivery

		2.To improve the quality of health infrastructure by the end of 2029.		<p>Municipal plans and budgets</p> <p>2.1Equip facilities with equipment and utilities</p> <p>2.2Develop and implement a maintenance plan</p>	
Limited coverage of social protection programs for vulnerable groups	Expand safety nets for vulnerable groups	To increase enrollment and participation of at least 70% of identified vulnerable groups on social protection programs within 12 months.	2.9.3 Strengthen social protection for the vulnerable	<p>1.1Improve awareness and outreach</p> <p>1.2Expansion of social protection program</p> <p>1.3Strengthen collaboration with local institutions and NGOs</p>	Social Protection & vulnerability program

				1.4Develop and implement monitoring and evaluation plan	
Undeveloped Tourist Sites	Boost tourism potential	To develop and operationalize at least three priority tourist sites by December 2029.	1.5.1 Diversify and expand the tourism industry	<p>1.1Strengthen partnerships with private sector and traditional authorities for investment in tourism.</p> <p>1.2Develop digital platforms for advertisement</p> <p>1.3Enforce bylaws to regulate tourist facilities.</p> <p>1.4Develop and implement a monitoring and evaluation plan</p>	Local Economic Development
Fencing of schools	Enhance school	1.To provide perimeter fencing for 100% of	2.6.9 Ensure safety on school premises	1.1Build perimeter walls around all public school	Educational Infrastructure & Service Delivery program

	security	public basic schools by December 2029.		1.2 Establish School Maintenance Committees (SMCs) to oversee fence maintenance.  1.3 Enforce by-laws against encroachment on school lands.	
Inadequate school furniture	Improve learning conditions	To provide adequate and durable furniture for all public schools by December 2029.	2.6.1 Enhance equitable access to, and participation in quality education at all levels	1.1 Intensify need assessment on furniture deficit  1.2 Provision of school furniture  1.3 Develop a maintenance plan	Educational Infrastructure & Service Delivery program
Inadequate durbar grounds	Preserve cultural heritage and community	To construct or rehabilitate functional durbar grounds in all communities	4.7.1 Promote cultural heritage for national development	1.1 Collaborate with traditional authorities to identify suitable land.	Recreational/Sport development

	spaces.	by December 2029.		<p>1.2 Mobilize resources from government and development partners for construction.</p> <p>1.3 Regular maintenance and upgrading of existing durbar grounds.</p>	
Inadequate household toilet facilities	Achieve universal household sanitation coverage	1.To Increase household toilet coverage to 90% by December 2029.	2.5.2 Enhance access to improved and sustainable environmental sanitation services	<p>1.1 Implement household toilet subsidy schemes</p> <p>1.2 Enforce Assembly by-laws</p> <p>1.3 Intensify public education on sanitation and hygiene.</p> <p>1.4 Strengthen the capacity of Environmental Health Officers</p>	Environmental Health and Hygiene Promotion

**Dimension/Thematic Area: Environment, Infrastructure and Spatial Development**

<p>Improper waste disposal</p>	<p>Eliminate improper waste disposal practices and establish sustainable waste management</p>	<p>1.To reduce indiscriminate waste dumping by 75% by December 2028.</p> <p>2.To provide at least 80% of households and businesses with reliable waste collection services by December 2029.</p>	<p>3.5.1 Reduce Environmental Pollution</p>	<p>1.1Strengthen the capacity of Environmental Health Officers to create awareness</p> <p>1.2Enforcement of Assembly by-laws</p> <p>1.3Implementation of free dustbins program</p> <p>2.1Expansion of waste collection services in underserved communities</p> <p>2.2Expansion of dump sites and skip containers in communities</p>	<p>Environmental Health and Hygiene Promotion</p>
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Environmental pollution/Degradation	To reduce environmental pollution and restore ecological integrity for a sustainable environment	<p>1.To reduce pollution and land degradation hotspots by 60% by December 2029</p> <p>2.To Increase community participation in environmental awareness campaigns by 80% by December</p>	3.5.1 Reduce Environmental Pollution	<p>1.1 Establish and enforce proper waste collection systems</p> <p>1.2 Encourage planting of in schools, homes, and open trees spaces.</p> <p>1.3 Enforcement of Assembly by-laws</p> <p>2.1 Strengthen public education program</p> <p>2.2 Formation of clubs in schools</p>	Environmental Health and Hygiene Promotion
Poor sanitation and waste management	Achieve universal sanitation and proper waste management	1.To reduce indiscriminate waste disposal by 60% within the next four years	2.5.2 Enhance access to improved and sustainable environmental sanitation services	<p>1.1 Strengthen the capacity of Environmental Health Officers to create awareness</p> <p>1.2 Implementation of free dustbins program</p>	Environmental Health and Hygiene Promotion

	t system	2.Increase access to improved sanitation facilities to 85% of households by December 2029.		1.3 Enforcement of Assembly by-laws  2.1Expansion of waste collection services in underserved communities  2.2Expansion of dump sites and skip containers in communities	
Inadequate lorry stations/terminals	Enhance transportation efficiency and urban orderliness	Develop or rehabilitate at least one standard lorry terminal by December 2029.	3.8.1 Improve efficiency and effectiveness of road transport infrastructure and services	1.1 Promote the development of modern lorry stations/terminals	Public Road safety and infrastructure development
Indiscriminate sale of unauthorized spaces	Improve land management	Reduce unauthorized sale and occupation of public spaces by 70% by December 2029.	3.17.1 Promote efficient and effective land administration	1.1Intensify public awareness campaigns  1.2Enforcement of existing	Land Use Planning and Management

	t, regulatory enforcement, and public awareness			land use regulations 1.3Enhance capacity of the Physical Planning Department	
High rate of encroachment of wetlands	Protect, restore, and sustainably manage wetlands	<p>1. Reduce illegal wetland encroachment by 70% by December 2029.</p> <p>2. Restore at least 50% of degraded wetlands by December 2029.</p>	3.1.1 Safeguard forest and protected areas	<p>1.1Intensify public awareness campaigns</p> <p>1.2Enhance capacity of the Physical Planning Department</p> <p>1.3Enforcement of zoning guidelines and land use regulations</p> <p>2.1Implement environmental restoration projects on degraded wetlands</p>	Land Use Planning and Management

				<p>2.2 Strengthen institutional capacity for monitoring and sustainable management of wetlands.</p> <p>2.3 Intensify the implementation of Green Ghana program</p>	
Poor drainage system	Build a resilient drainage system	<p>1. Increase engineered drainage coverage in flood-prone areas by 60% by December 2029.</p> <p>2. Reduce flooding incidents by 70% by December 2029.</p>	3.18.1 Improve national resilience to hydrological threats	<p>1.1 Develop and rehabilitate a well-engineered drainage channel</p> <p>1.2 Build the capacity of Municipal Engineers and Environmental Officers in modern drainage management.</p> <p>1.3 Design and implement drainage maintenance plan</p>	Land Use Planning and Management

				2.1Enforcement of Assembly by-law 2.2Intensify public awareness campaign	
Inadequate spatial Planning	Implement inclusive spatial development	To improve spatial development by the end of 2029	4.2.2 Improve decentralized planning 3.12.1 Promote sustainable spatially integrated development of human settlements	1.1Enhance capacity of the Physical Planning Department 1.2Enforcement of Land Use and Spatial Planning Act, 2016 (Act 925) 1.3Integrate spatial planning with infrastructure development	Land Use Planning and Management
Poor condition of road surface	Improve road infrastructure	Rehabilitate at least 80% of deteriorated roads by December 2029.	3.8.1 Improve efficiency and effectiveness of road transport infrastructure and services	1.1Rehabilitate and upgrade deteriorated road surfaces across the municipality. 1.2Ensure routine and	Public Road safety and Infrastructure Development

				<p>preventive maintenance of roads for durability</p> <p>1.3 Integrate proper drainage systems in road construction to prevent premature damage.</p>	
Inadequate market infrastructure	Enhance market infrastructure	<p>1. Expand and rehabilitate market infrastructure capacity by 50% by December 2029.</p> <p>2. To improve market accessibility within the next four years</p>	1.4.2 Enhance Domestic Trade	<p>1.1 Build and rehabilitate modern market facilities</p> <p>1.2 Strengthen the capacity of Municipal Works Department</p> <p>2.1 Integrate road networks into market accessibility plans</p> <p>2.2 Facilitate the establishment of digital platform</p>	24 Hour Market Enhancement Program.

Flooding	Create flood-resilient communities	<p>1. Reduce flood incidents in high-risk communities by 80% by December 2029</p> <p>2.To improve emergency response by the end of 2029</p>	3.18.1 Improve national resilience to hydrological threats	<p>1.1Enforce building codes and land use regulations</p> <p>1.2Integrate flood control structures in spatial planning</p> <p>1.3Intensify public awareness campaigns</p> <p>2.1Strengthen the capacity of NADMO Department</p> <p>2.2Strengthen the capacity of Disaster Volunteer Groups</p> <p>2.3Equip NADMO with adequate resources</p> <p>2.4Develop and implement</p>	Disaster Mitigation Preparedness and Climate Change Resilience Programme

				Disaster preparedness action plan	
Inadequate streetlight	Enhance public safety and mobility	Increase functional street-light coverage by 60% by December 2029.	3.8.2 Enhance safety and security for all categories of road users	<p>1.1Expansion of streetlight installation</p> <p>1.2Build the capacity of the Municipal Works Department</p> <p>1.3Develop and implement a routine maintenance schedule</p> <p>1.4Establish a public reporting system</p>	Public Road safety and infrastructure development
Depletion of footbridge	Ensure pedestrian safety	Rehabilitate all structurally deficient footbridges by December 2027.	3.8.2 Enhance safety and security for all categories of road users	<p>1.1Develop and implement a routine maintenance schedule</p> <p>1.2Build the capacity of the Municipal Works</p>	Infrastructure Development and Asset Management Programme

				Department	
<b>Dimension/Thematic Area: Governance and Institutional Development</b>					
Low participation of stakeholders	Strengthen participatory governance and citizen engagement	<ol style="list-style-type: none"> <li>1. Increase citizen participation in planning and monitoring processes by 60% by December 2029.</li> <li>2. To enhance transparency and accountability in governance</li> </ol>	4.2.1 Deepen political and administrative decentralization	<ol style="list-style-type: none"> <li>1.1 Develop and implement a participatory monitoring plan</li> <li>1.2 Promote platform for public inputs and feedback</li> <li>1.3 Build capacity of community-based organizations to engage in governance</li> <li>2.1 Intensify civic education campaigns</li> <li>2.2 Organize regular stakeholder forums and</li> </ol>	Citizen Awareness and popular participation

				town hall meetings.	
Inadequate security	Enhance public safety and security	Reduce reported crime cases in the municipality by 70% by December 2029.	4.8.1 Enhance public safety and security	<p>1.1 Strengthen the capacity of security agencies and community watch committees</p> <p>1.2 Establish secure reporting channels</p> <p>1.3 Enhance Street lighting and CCTV installation in public areas.</p> <p>1.4 Enforce strict penalties for misconduct</p>	Public Safety enhancement Programme
Inadequate resources for disaster	Strengthen	1. Establish a dedicated disaster management	3.18.1 Improve national	1.1 Mobilize resources	Disaster Mitigation

<p>management</p>	<p>national disaster resilience and response capacity.</p>	<p>budget by December 2027.</p> <p>2. Equip NADMO to meet 100% operational requirements by December 2027.</p> <p>3. Train 100% of disaster management personnel in basic response skills by December 2027.</p>	<p>resilience to hydrological threats</p>	<p>from government, NGOs, and private sector to establish Disaster Management Fund.</p> <p>1.2 Build capacity of local agencies to effectively manage and account for funds.</p> <p>2.1 Implement a mandatory scheduled maintenance and replacement program.</p> <p>2.2 Equip NADMO with modern tools.</p> <p>3.1 Strengthen</p>	<p>Preparedness and Climate Change Resilience Programme</p>
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				<p>institutional capacity for disaster risk management.</p> <p>3.2 Build capacity of community volunteers in disaster prevention and emergency response.</p>	
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**Source: OfMA MPCU, June 2025.**

#### **4.2 Assessment of Goal Compatibility using Goal Compatibility Matrix**

The goal compatibility matrix is a tool that compares goals pairwise to assess whether they support each other and how well they align. The high compatibility across most goals indicates strategic alignment that supports integrated development. The process includes listing all goals across both rows and columns of a matrix. Comparing each pair and assigning ratings such as High (strong alignment), Medium (some alignment, needs coordination) and Low (potential conflict). The details are presented in Table 4.2 below.

**Table 4.2 Goal Compatibility Matrix**

<b>GOAL</b>	<b>Enhance access to productive and sustainable agricultural land</b>	<b>Enhance access to affordable and timely credit for SMEs to promote economic development</b>	<b>Reduce the cost and improve the accessibility of quality farm inputs to enhance agriculture</b>	<b>Create sustainable employment opportunities</b>	<b>Implement inclusive spatial development</b>	<b>Improve health Infrastructure</b>	<b>Promote inclusive governance and citizen engagement</b>	<b>Achieve universal household sanitation coverage</b>
<b>Enhance access to productive and sustainable agricultural land</b>		High	High	High	Medium	Medium	Medium	Medium
<b>Enhance access to affordable and timely credit for SMEs to promote economic</b>	High		High	High	Medium	Medium	High	Medium

<b>development</b>								
<b>Reduce the cost and improve the accessibility of quality farm inputs to enhance agriculture</b>	High	High		Medium	Medium	Medium	Medium	Medium
<b>Create sustainable employment opportunities</b>	High	High	High		Medium	Medium	Medium	Medium
<b>Implement inclusive spatial development</b>	High	Medium	Medium	Medium		High	Medium	High
<b>Improve health Infrastructure</b>	Medium	Medium	Medium	High	Medium		Medium	High

<b>Promote inclusive governance and citizen engagement</b>	Medium	High	Medium	High	Medium	Medium		High
<b>Achieve universal household sanitation coverage</b>	Medium	Medium	Medium	Medium	High	Medium	High	

Source: OfMA MPCU, June 2025

### **4.3. Land Use Analysis and Spatial Planning Situation**

The land use and spatial situation of the Oforikrom Municipal Assembly reflect rapid urbanization, increasing pressure on limited land resources, and competing demands for residential, commercial, agricultural, and public service uses. The municipality is characterized by a mix of high-density built-up areas, emerging peri-urban settlements, residual agricultural lands, wetlands, and environmentally sensitive zones.

Analysis of existing land use patterns indicates uncontrolled physical development in some areas, encroachment on wetlands and agricultural lands, inadequate reservation of land for infrastructure, and weak enforcement of planning regulations. These spatial challenges informed the prioritisation of land management, infrastructure development, environmental protection, and service delivery interventions in the development plan.

In response, the development proposals were aligned with the Municipal Spatial Development Framework and approved Local Plans to promote orderly growth and sustainable land use. Economic development interventions such as markets, lorry terminals, tourism sites, and small-scale industrial activities were spatially integrated into designated commercial, mixed-use, and industrial zones to minimize land-use conflicts and improve accessibility. Agricultural development proposals were aligned with identified agricultural zones to protect farmlands from further encroachment and to promote sustainable land management practices.

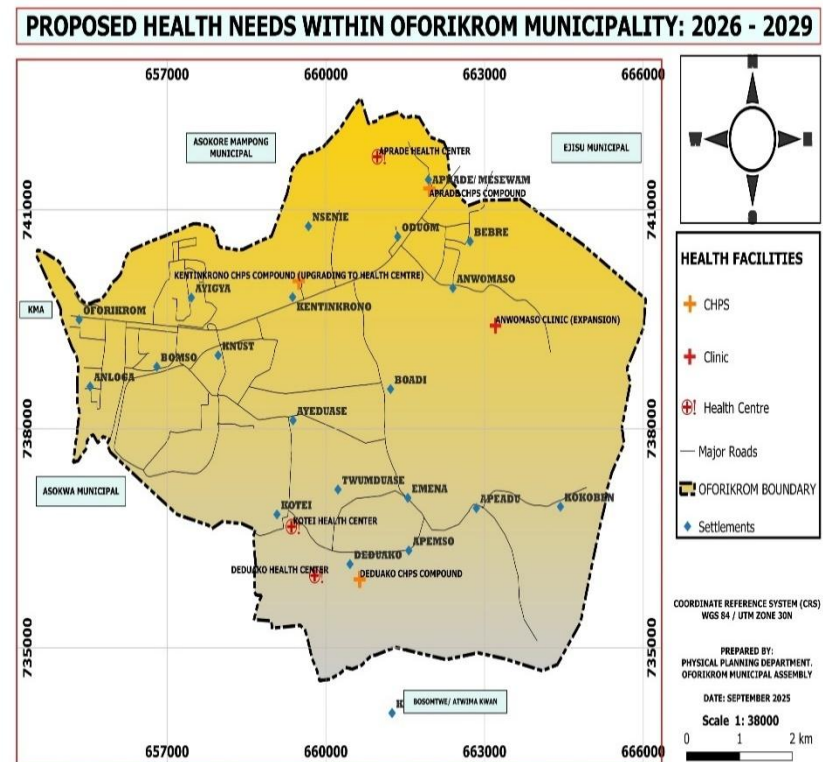
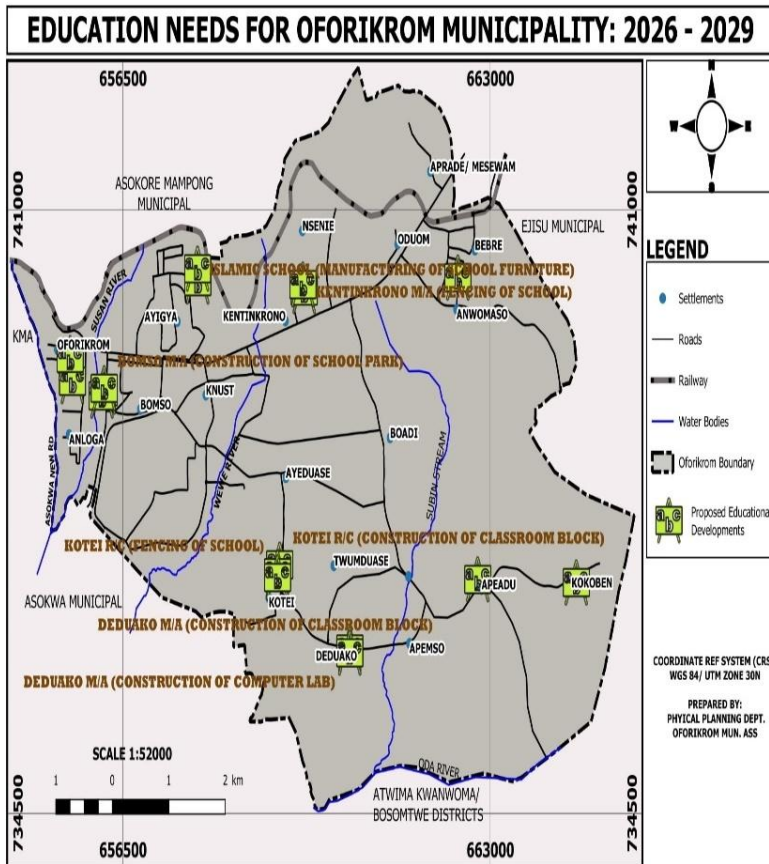
Infrastructure proposals, including road rehabilitation, drainage systems, flood control structures, street lighting, and footbridge improvements, were spatially prioritised based on settlement patterns, population density, flood-prone areas, and existing infrastructure gaps. Drainage and flood mitigation projects were integrated into natural watercourses and low-lying areas identified through spatial analysis to reduce flood risks and environmental degradation.

Social infrastructure proposals such as schools, health facilities, sanitation facilities, recreational spaces, and durbar grounds were spatially distributed in accordance with population distribution and settlement hierarchy to ensure equitable access to services. Land reservations for public infrastructure were identified and safeguarded within the spatial plans to support both current and projected development needs.

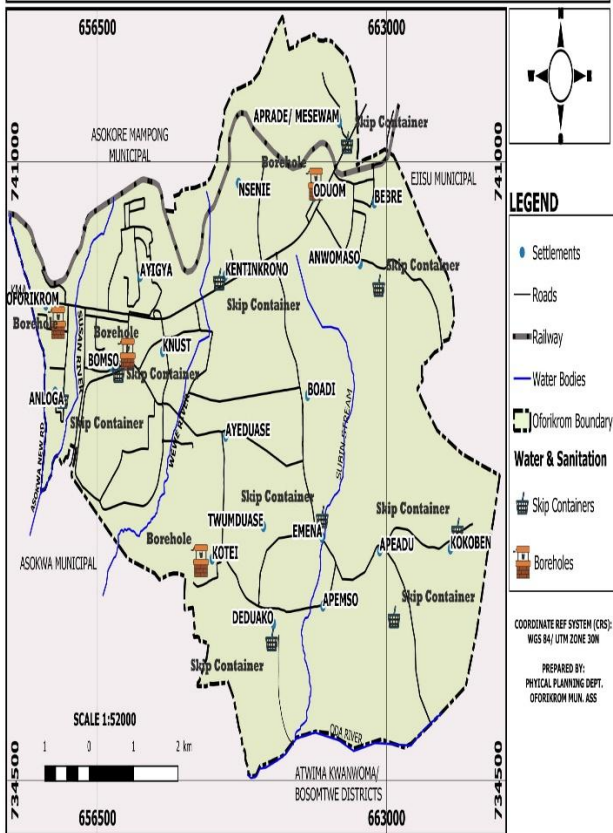
Environmental management proposals, including wetland protection, waste management facilities, sanitation improvements, and greening initiatives, were integrated into environmentally sensitive areas and buffer zones. Zoning regulations and development controls were applied to protect wetlands, waterways, and degraded lands from further encroachment, while restoration and conservation measures were prioritised in affected areas.

Overall, the integration of development proposals into the land analysis and spatial situation ensures coherence between socio-economic development objectives and physical development. The approach promotes efficient land use, enhances development control, supports environmental sustainability, and strengthens resilience to climate-related risks. The Physical Planning Department, in collaboration with the Municipal Planning and Coordinating Unit, will continue to ensure that implementation of development projects conforms to approved spatial plans and land-use regulations in line with the Land Use and Spatial Planning Act, 2016 (Act 925).

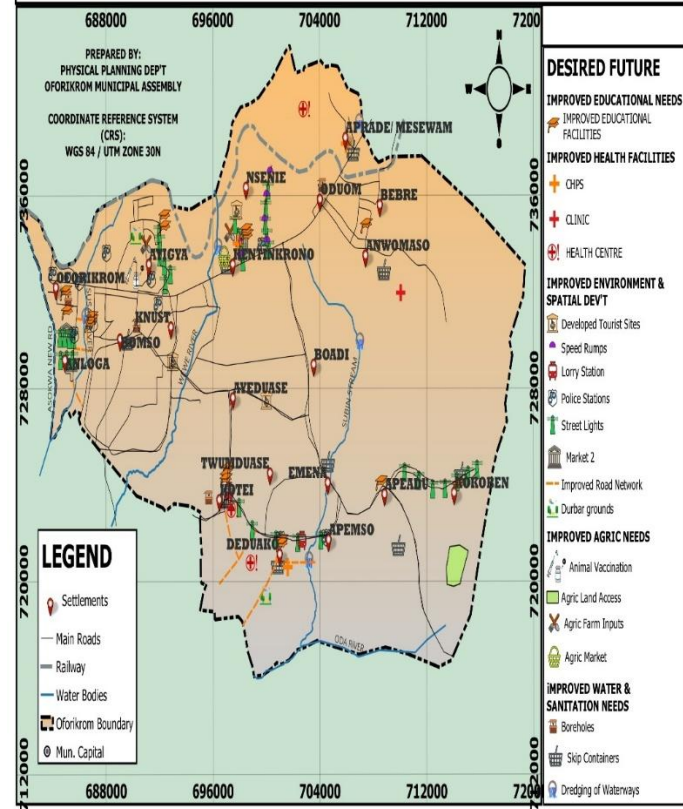
Fig 4.1 : The Spatial representation of proposed development Goals and Objectives



**PROPOSED WATER AND SANITATION NEEDS WITHIN OFORIKROM MUNICIPALITY: 2026 - 2029**



**DESIRED FUTURE MAP OF OFORIKROM MUNICIPALITY : 2026 - 2029**



The above Spatial Plans are Long-term, conceptual plans that guide spatial planning and development and basis for the spatial dimension of the Medium-Term Development Plans aligns with national development. There are series of development proposals integrated into the thematic maps namely; water and sanitation, education, health. The maps spatially depict how several development activities, projects and programme are distributed within location in the Municipality. Also included is the Future Desire Map which projects the development needs and aspirations of the Municipality

## CHAPTER FIVE

### COMPOSITE DEVELOPMENT PROGRAMMES

#### 5.0 Introduction

This chapter deals with the identification of composite development programmes and activities that will help realize the desired end of the Municipality. The main aim of the Oforikrom Municipal Assembly is to improve the living standards of the people through increasing employment opportunities, access to basic social, economic and technical infrastructures and steady reduction of general poverty level.

#### 5.1 Costing of the Plan

The costing of the plan was carried out using the following methods:

- Identification of activities the Assembly plans to undertake within the planning period.
- Determination of the resources needed to execute the activities.
- Breakdown of total resources needed into projects, goods and services.
- Use of the Average Price Database developed by the Public Procurement Authority for Common User Items to determine costs.
- In the execution of projects, reference was made to the unit cost of infrastructure and market survey were conducted
- In procurement of goods and delivery of service such as maintenance market survey was conducted and service providers' quotations for the required service
- Consultants' service was determined by the scope of services and rate per day was determined through expert advice.

The costing was based on the following assumptions:

1. District Assemblies Common Fund (DACF), Internally Generated Funds (IGF), donor grants, and other central government transfers are disbursed as projected
2. Stability of inflation and interest rate
3. Price stability

4. Timely procurement and execution of activities without significant cost overruns.
5. Stakeholder Participation which tends to minimize implementation delays and cost appreciation
6. Assumes no major disaster that will divert funds from planned programmes

## **5.2 Composite Development Programmes**

The Composite Development Programmes express the goals, objectives, strategies, and programmes with set timelines, aimed at achieving the development goals for 2026–2029. These Composite Development Programmes cover the four-year planning period and are disaggregated by objectives and programmes

**Table 5.1 Programme of Action**

S/ N	Development Programme	Time Frame				GOG	Cost				Programme Status		Implementation Institution/ Department	
		2026	2027	2028	2029		DACF	IGF	Donor	others	New	Ongoing	Lead	Collab
<b>ECONOMIC DEVELOPMENT</b>														
	Tourism development program					0.00	0.00	206,000.00	0.00	0.00			Culture	MA
	Revenue Mobilisation Program					0.00	103,000.00	44,000.00	0.00	0.00			Finance, Budget	Revenue Collectors
	Local Economic Development(LED)					0.00	0.00	54,500.00	0.00	0.00			Agric,BAC,Social Welfare	MA
	Youth empowerment and skilled development					0.00	520,000.00	200,000.00	0.00	0.00			BAC	Agric
	Feed Ghana Program					201,000.00	870,000.00	492,300.00	0.00	0.00			Agric	MA

S/ N	Development Programme	Time Frame				GOG	Cost				Programme Status		Implementation Institution/ Department	
		2026	2027	2028	2029		DACF	IGF	Donor	others	New	Ongoing	Lead	Collab
	24 Hour Market Enhancement Program					0.00	28,000,000.00	0.00	0.00	0.00			Works	MA
<b>SOCIAL DEVELOPMENT</b>														
	Health Infrastructure & Service Delivery					0.00	3,090,000.00	403,000.00	0.00	2,609,000.00			GHS	MA
	Water Expansion Program					0.00	3,030,000.00	0.00	0.00	0.00			WORKS	MA
	Social Protection & vulnerability program					122,000.00	233,400.00	220,500.00	0.00	63,500.00			Social Welfare	MA
	Gender Empowerment & mainstreaming					0.00	780,700.00	152,500.00	0.00	23,000.00			Social Welfare/ Gender Desk Offic.	MA

S/ N	Development Programme	Time Frame					Cost					Programme Status		Implementation Institution/ Department	
		2026	2027	2028	2029		GOG	DACF	IGF	Donor	others	New	Ongoing	Lead	Collab
	Educational Infrastructure & Service Delivery program					0.00	14,767,000.00	1,840,000.00	0.00	680,000.00			GES	MA	
	Birth & Death Registration and awareness campaign					0.00	0.00	44,000.00	0.00	0.00			Births and deaths registry	MA	
	HIV/AIDS Response Program					0.00	1,966,350.00	466,350.00	0.00	0.00			HIV focal person	MA	
	Recreational/Sport development					0.00	1,500,000.00		0.00	0.00			Culture Works	MA	
	Data Collection					100,000.00	0.00	160,000.00	0.00	0.00			Statistics	MA	

ENVIRONMENT AND HUMAN SETTLEMENT DEVELOPMENT

S/ N	Development Programme	Time Frame					Cost					Programme Status		Implementation Institution/ Department	
		2026	2027	2028	2029		GOG	DACF	IGF	Donor	others	New	Ongoing	Lead	Collab
	Road Infrastructure Development Program					0.00	10,050,000.00	2,129,500.00	0.00	0.00			Transport Dept., Urban Roads	MA	
	Environment & Sanitation Enhancement Program					0.00	8,977,055.1	758.500.00	0.00	0.00			EHU	MA	
	Disaster Preparedness & Climate change Resilience program					0.00	900,000.00	1,523,500.00	0.00	0.00			NADMO	MA	
	Community Lighting Enhancement					0.00	1,750,000.00	0.00	0.00	0.00			WORKS	Procurement	
	Infrastructure Development and Asset Management Programme					0.00	3,886,666.67	980,000.00	0.00	0.00			WORKS	MA	
	Security Enhancement Program					0.00	1,720,000.00	350.000.00	0.00	0.00			WORKS	Security Agencies	

S/ N	Development Programme	Time Frame				GOG	Cost				Programme Status		Implementation Institution/ Department	
		2026	2027	2028	2029		DACF	IGF	Donor	others	New	Ongoing	Lead	Collab
<b>GOVERNANCE</b>														
	Planning ,monitoring &Evaluation					0.00	1,100,000.00	50,000.00	0.00	0.00			Dev'Plan ning	MA
	Staff Capacity Building					0.00	1,385,000.00	0.00	0.00	185,000.00			Human Resoure	MA
	Governance &Public Accountability					0.00	1,899,561.95	1,880,000.00	0.00	0.00			Central Adm.	MA
	Civic Education Program					6,000.00	14,000.00	0.00	0.00	140,300.00			NCCE	MA
<b>GRAND TOTAL = 100,634,983.00</b>														

Source: OfMA MPCU, June 2025.

## **5.3 Programme Financing and Revenue Generation Measures**

### **5.3.1 Programme Financing**

The MTDP draws on different funding sources including Central Government transfers (eg.,DACF, DACF-RFG), Internally Generated Fund (IGF), donor support(eg.,UNICEF,KUMAP). The estimated total cost of implementing the MTDP for the period 2026-2029 is projected to **Ghc38,141,721.77**. The Environmental and Human Settlement dimension receives the highest share of the budget (**36.19%**), prioritizing initiatives in road infrastructure, community lighting, sanitation, disaster preparedness and security. Table 5.2 below outlines the detailed cost breakdown, funding source and financing gap.

### **5.3.2 Revenue Generation Measures**

The Municipal Assembly has outlined the following revenue generation strategies to be adopted in 2026-2029.

1. Enhance of IGF Mobilization – Improve revenue data and valuation systems, expansion of revenue base, digitization of revenue collection and enforcement of property rate.
2. Public Private Partnership – The Assembly will engage private sector in agribusiness, tourism and infrastructural development

**Table 5.2: Programme Financing**

Development Programme	Programme Cost (A)	Expected Revenue and sources of Funding							Total Budget (B)	Gap (C)=(B-A)
		GoG	IGF	DACF	DACF-RFG	ABFA	DPs	Others		
<b>DIMENSION: ECONOMIC DEVELOPMENT</b>										
Tourism development program	206,000.00	0.00	46,410,00	116,025.00	0.00	0.00	0.00	0.00	162,435.00	(-43,565.00)
Revenue Mobilisation Program	547,000.00	0.00	324,870.00	241,332.00	0.00	0.00	0.00	0.00	566,202.00	19,202.00
Local Economic Development(LED)	54,500.00	0.00	27,906.00	0.00	0.00	0.00	0.00	0.00	27,906.00	(-26,594.00)
Youth empowerment and skilled	720,000.00	0.00	69,615.00	111,384.00	0.00	0.00	0.00	0.00	180,999.00	(-539,001.00)

Development Programme	Programme Cost (A)	Expected Revenue and sources of Funding							Total Budget (B)	Gap (C)=(B-A)
		GoG	IGF	DACF	DACF-RFG	ABFA	DPs	Others		
development										
Feed Ghana Program	1,563,300.00	0.00	171,717.00	974,610.00	0.00	0.00	0.00	0.00	1,146,327	(-416,973.00)
24 Hour Market Enhancement Program	28,000,000.00	0.00	0.00	24,945,243.11	0.00	0.00	0.00	0.00	24,945,243.11	(-3,054,756.89)
<b>SUB-TOTAL</b>	<b>31,090,800.00</b>	<b>0,00</b>	<b>640,518.00</b>	<b>26,388,558.11</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>27,029,112.11</b>	<b>(-4,061,687.89)</b>
<b>DIMENSION: SOCIAL DEVELOPMENT</b>										
Health Infrastructure & Service	3,090,000.00	464,100.00	51,410.00	2,744,349.29	1,000,000.00	0.00	0.00	0.00	4,259,859.29	3,950,859.29

Development Programme	Programme Cost (A)	Expected Revenue and sources of Funding							Total Budget (B)	Gap (C)=(B-A)
		GoG	IGF	DACF	DACF-RFG	ABFA	DPs	Others		
Delivery										
Water Expansion Program	3,030,000			917,262.16	0.00	0.00	0.00	0.00	917,262.16	(-2,112,737.84)
Social Protection & vulnerability program	639,400.00	34,343.40	32,592.60	51,852.00	0.00	0.00	0.00	7,223,716.68	7,342,504.68	6,703,104.68
Gender Empowerment & mainstreaming	933,200.00	84,475.55	63,374.00	435,093.75	0.00	0.00	0.00	1,007,274.32	1,590,217.62	657,017.62
Educational Infrastructure & Service Delivery program	17,287,000.00	0.00	113,240.4	14,487,978.58	1,000,000.00	0.00	0.00	0.00	15,601,219.2	(-1,685,780.8)

Development Programme	Programme Cost (A)	Expected Revenue and sources of Funding							Total Budget (B)	Gap (C)=(B-A)
		GoG	IGF	DACF	DACF-RFG	ABFA	DPs	Others		
Birth& Death Registration and awareness campaign	44,000.00	0.00	43.210.00	0.00	0.00	0.00	0.00	0.00	43.210.00	(-790)
HIV/AIDS Response Program	1,966,350.00	0.00	0.00	0.00	0.00	0.00	0.00	1,387.217.46	1,387.217.455	(-579,132.54)
Recreational/Sport development	1,500,000.00	0.00	43,210.00	108,025.00	0.00	0.00	0.00	0.00	151,235.00	(-1,348,765)
Data Collection	260,000.00	35,749.62		232,050.00	0.00	0.00	0.00	0.00	267,799.62	7,799.62
<b>Sub Total</b>	<b>28,749,950.00</b>	<b>618,668.57</b>	<b>347,037.00</b>	<b>84,976,610.80</b>	<b>2,000,000</b>	<b>0.00</b>	<b>0.00</b>	<b>9,618,208.46</b>	<b>29,970,307.40</b>	<b>5,591,575.03</b>

Development Programme	Programme Cost (A)	Expected Revenue and sources of Funding							Total Budget (B)	Gap (C)=(B-A)
		GoG	IGF	DACF	DACF-RFG	ABFA	DPs	Others		
<b>DIMENSION: ENVIRONMENT AND HUMAN SETTLEMENT DEVELOPMENT</b>										
Land use Planning & Management	2,160,000.00	53,576.24	139,230.00	2,981,994.98	0.00	0.00	0.00	0.00	3,228,377.22	1,068,377.22
Road Infrastructure Development Program	12,179,500.00	0.00	112,825.00	6,135,402.00	0.00	0.00	0.00	92,820.00	6,341,047.00	(-5,838,453.00)
Environment & Sanitation Enhancement Program	12,692,055.1	0.00	1,021,020.00	10,291,175.22	0.00	0.00	0.00	0.00	17,312,195.2	4,620,140.1
Disaster Preparedness & Climate change Resilience	2,423,500.00	0.00	134,589.00	1,021,074.08	0.00	0.00	0.00	0.00	1,155,663.08	(-1,267,836.92)

Development Programme	Programme Cost (A)	Expected Revenue and sources of Funding							Total Budget (B)	Gap (C)=(B-A)
		GoG	IGF	DACF	DACF-RFG	ABFA	DPs	Others		
program										
Community Lighting Enhancement	1,750,000.00	0.00	0.00	2,033,300.00	0.00	0.00	0.00	0.00	2,033,300.00	283,300.00
Infrastructure Development and Asset Management Programme	4,866,666.67	0.00	1,137,045.00	928,200.00	0.00	0.00	0.00	0.00	2,065,245.00	(-2,801,421.670)
Security Enhancement Program	2,070,000.00	0.00	0.00	900,000.00	0.00	0.00	0.00	0.00	900,000.00	(-1,170,000.00)
<b>Sub Total</b>	<b>38,141,721.77</b>	<b>53,576.24</b>	<b>2,544,709.00</b>	<b>43,451,146.30</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>92,820.00</b>	<b>33,035,827.50</b>	<b>(-5,105,894.27)</b>

Development Programme	Programme Cost (A)	Expected Revenue and sources of Funding							Total Budget (B)	Gap (C)=(B-A)
		GoG	IGF	DACF	DACF-RFG	ABFA	DPs	Others		
<b>DIMENSION: GOVERNANCE AND INSTITUTIONAL DEVELOPMENT</b>										
Planning ,monitoring &Evaluation	1,150,000.00	0.00	1,022,685.00	185,640.00	0.00	0.00	0.00	0.00	1,208,325.00	58,325.00
Staff Capacity Building	1,570,000.00	35,749.62	403,767.00	278,460.00	1,000.000.00	0.00	0.00	0.00	717,976.62	(-852,023.38)
Governance &Public Accountability	4,612,247.8	0.00	1,067,430.00	1,230,513.52	0.00	0.00	0.00	0.00	2,297,943.25	(-2,314,304.55)
Civic Education Program	82,700.00	0.00	46,410.00	0.00	0.00	0.00	0.00	0.00	46,410.00	(-36,290)

Development Programme	Programme Cost (A)	Expected Revenue and sources of Funding							Total Budget (B)	Gap (C)=(B-A)
		GoG	IGF	DACF	DACF-RFG	ABFA	DPs	Others		
<b>Sub Total</b>	<b>7,414,947.8</b>	<b>35,749.60</b>	<b>2,840,292</b>	<b>1,694,613.52</b>	<b>1,000,000</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>4,270,654.87</b>	<b>(-2,377,472.93)</b>
<b>Grand Total</b>	<b>105,397,419.577</b>	<b>707,994.41</b>	<b>6,372,556.00</b>	<b>156,510,929.00</b>	<b>3,000,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>9,711,028.46</b>	<b>94,305,901.88</b>	<b>(-11,091,517.7)</b>

Source: OfMA MPCU, June 2025.

## 5.4 Strategies Environmental Assessment of Formulated Programmes

In accordance with sustainable development principles, all proposed interventions under the 2026–2029 MTDP were subjected to a Strategic Environmental Assessment (SEA).

This is a systematic and proactive process for evaluating the environmental consequences of proposed policies, plans and programs to ensure that environmental considerations are fully integrated. It identifies measures to mitigate potential negative effects. The Sustainability Assessment Tool was applied to deliver both visual and quantitative analyses, rating each activity on a scale of 0 to 5 to indicate whether it supports, is neutral towards, or conflicts with sustainability goals. The process was done based on four key development dimensions namely, Environmental, Social, Economic and Governance and also ensures alignment with the Environmental Protection Agency Act (Act 490), the National Environment Policy, and the Sustainable Development Goals (SDGs)

**Table 5.3: Scale of Sustainability Test**

Scale	0	1	2	3	4	5
Effects	Not Relevant	Works Strongly against the aim	Works against the aim	On balance or has neutral effect on the aim	Supports the aim	Strongly supports the aim
Colour	Red	Yellow	Blue	Voilet	Green	White

## CHAPTER SIX

### ANNUAL ACTION PLANS

#### 6.0 Introduction

This chapter of the report presents the Annual Action Plans for the period 2026 to 2029. The Action Plan constitute a detailed actions particularly projects and activities to be executed by the Assembly each year. The Annual Action Plans and its financial plans were derived from the Programme of Action (2026–2029).

#### 6.1 Annual Action Plans 2026-2029

The AAPs serve as a tool for implementing programmes and projects within the planning period in line with the Assembly’s development priorities. The yearly plans outline the specific activities, locations, time frame in which the activities will be implemented, the estimated cost, the implementing agency amongst others. The details are provided in the Annex 3,4,5,6 below.

#### 6.2 Implementation Arrangements

To ensure a successful and smooth implementation of the plans, the Annual Action Plans for the four years would be implemented by the Departments, Units and Agencies of the Assembly collaborating with NGOs, CSOs, FBOs, communities and the private sector. Success will depend on timely funding, stakeholder coordination and adherence to schedules.

The final beneficiaries of the Plan which are mainly the community members will be engaged to ensure local ownership of development projects. The Assembly will encourage and support communities to embark on self-help projects. Local communities will also be encouraged to continue to provide labor where necessary as well as local expertise and knowledge in project implementations. At the Zonal Council and Unit Committee level, these sub-structures will be charged with the responsibility of monitoring and supervising the on-going projects in their jurisdictions. The Assembly is also exploring the possibility of attracting Private Investors to invest in the Agriculture and Agri-Business sector especially in the Agro-processing, provision of ready market for perishable commodities, public places of convenience among others.

The lead Institution or Departments will collaborate with other Agencies and Departments to implement the projects and programmes in the Annual Action Plans. The lead Institution or Departments, henceforward, submit quarterly and annual Departmental Progress Reports as input for the preparation of Quarterly and Composite Annual Progress Reports, which will be submitted finally to NDPC through RCC.

The projected implementation rates for the year 2026-2029 are 26%, 25%, 25% and 25% respectively reflecting on early investment in infrastructure and progressive strengthening of local revenue systems for sustainable delivery.

## CHAPTER SEVEN

### MONITORING AND EVALUATION ARRANGEMENTS

#### 7.0 Introduction

Monitoring and Evaluation is a critical component of the Medium-Term Development Plan (MTDP) 2026–2029. It is a framework to systematically track the progress and impact of projects, programs to ensure they are effective, efficient and achieving their intended goals.

This chapter outlines the institutional arrangements, methodologies, tools, strategies, and key outcome indicators that will be employed to measure the impact of the MTDP. It comprises of a monitoring matrix where indicators are formulated to track the implementation of programmes and projects as contained in the program of action. In order to inform evidence based decision-making, evaluation of the plan is explained to provide insights for effective programme and project design and implementation. As part of the M&E arrangements, a stakeholder analysis that identifies all organizations and groups of people with interest, roles and responsibilities is conducted. Finally, the chapter looks at the tools and techniques used to conduct Participatory Monitoring and Evaluation (PM&E).

#### 7.1: Stakeholder Analysis

The Medium-Term Development Plan (MTDP) 2026–2029 implementation relies heavily on the active involvement and commitment of key stakeholders across all sectors. Stakeholders are the people, groups and institutions who will benefit from development activities or whose interests may be affected negatively or positively by programmes and projects. It is important to conduct a stakeholder analysis to identify their respective roles, interests, levels of influence, and the most appropriate engagement strategies. This process ensures inclusive participation, fosters shared responsibility, and strengthens ownership of development outcomes throughout the plan period. The stakeholder identified to be connected to and involved in the overall development and monitoring and evaluation process have been categorized into primary and secondary stakeholders. This comprised of government institutions, civil society organizations, traditional authorities, development partners, the private sector, and community members

Table 7.1 below presents a summary of the key stakeholders, outlining their roles, specific interests, levels of influence, and proposed strategies for engagement.

**Table 7.1: Stakeholder Analysis**

SN	M&E Stakeholders	Classification	Interest and Needs	Stakeholder's involvement Activities
1	NDPC	Primary	<ul style="list-style-type: none"> <li>-Policy direction</li> <li>-Technical assistance,</li> <li>-Guidelines</li> <li>-Capacity building</li> </ul>	<ul style="list-style-type: none"> <li>-M&amp;E Plan preparation</li> <li>-Evaluation of plans</li> <li>-M&amp;E seminars and meetings</li> </ul>
2	MLGRD	Primary	<ul style="list-style-type: none"> <li>- Policy direction</li> <li>- Guidelines</li> <li>-Advisory service</li> <li>-Capacity building</li> <li>- Performance targets</li> </ul>	<ul style="list-style-type: none"> <li>-M&amp;E seminars and meetings</li> <li>-Supervision</li> <li>-Project inspection</li> <li>-M&amp;E results reporting and dissemination</li> </ul>

				-Evaluation
3	OHLGS	Primary	<ul style="list-style-type: none"> <li>-Job analysis</li> <li>-Capacity building</li> <li>-Technical assistance</li> <li>-Management of service</li> </ul>	<ul style="list-style-type: none"> <li>-M&amp;E seminars and meetings supervision</li> <li>--Project inspection</li> <li>-M&amp;E results reporting and dissemination</li> </ul>
4	RCC	Primary	<ul style="list-style-type: none"> <li>-Technical assistance</li> <li>-Capacity building</li> <li>-Advisory services</li> </ul>	<ul style="list-style-type: none"> <li>-M&amp;E plan preparation</li> <li>-Evaluations</li> <li>-M&amp;E data collection</li> <li>-M&amp;E seminars &amp; meeting</li> <li>-Supervision</li> <li>-Project inspection</li> <li>-M&amp;E results reporting and dissemination</li> </ul>
5	Municipal Assembly	Primary	<ul style="list-style-type: none"> <li>-Decision making</li> <li>-Formulation of by-laws</li> <li>-Deliberation and adoption of plans and 6budget</li> </ul>	<ul style="list-style-type: none"> <li>-M&amp;E plan preparation and implementation</li> <li>- M&amp;E seminars and meetings</li> <li>-Supervision and project inspections</li> </ul>

			<ul style="list-style-type: none"> <li>-Provision of services</li> <li>-Data collection, collation and analysis</li> <li>-Information dissemination</li> </ul>	<ul style="list-style-type: none"> <li>- Data collection and analysis,</li> <li>-M&amp;E results reporting and dissemination</li> </ul>
6	Stool Lands Secretariat	Primary	<ul style="list-style-type: none"> <li>-Financial resources</li> <li>-Advisory services</li> </ul>	<ul style="list-style-type: none"> <li>-M&amp;E results reporting and dissemination</li> <li>-Evaluations</li> <li>-Project inspection</li> </ul>
7	Department Agencies &	Primary	<ul style="list-style-type: none"> <li>-Advocacy</li> <li>-Capacity building</li> </ul>	<ul style="list-style-type: none"> <li>-Build the capacity of DA</li> <li>-Collect and collate data</li> </ul>
8	Media	Secondary	<ul style="list-style-type: none"> <li>-Information Dissemination</li> <li>-Advocacy</li> <li>-Transparency &amp; Accountability</li> </ul>	<ul style="list-style-type: none"> <li>-Disseminate Information</li> <li>-Play advocacy role</li> </ul>
9	MP	Primary	<ul style="list-style-type: none"> <li>-Harmonization and coordination of M&amp;E plan</li> <li>-Monitoring of projects and programmes</li> </ul>	<ul style="list-style-type: none"> <li>-Harmonies and coordinate M&amp;E plan</li> <li>-Monitor all on-going projects/programmes in the district</li> </ul>

10	Development partners NGOs	Secondary	<ul style="list-style-type: none"> <li>-Capacity building</li> <li>-Logistics and financial support</li> <li>-Monitoring</li> </ul>	<ul style="list-style-type: none"> <li>-Support in building capacity of MA staff on monitoring issues</li> <li>-Provide logistics and financial support for monitoring</li> <li>-Monitor their funded projects/programmes</li> </ul>
11	Traditional Authorities	Primary	<ul style="list-style-type: none"> <li>-Advisory Services</li> </ul>	<ul style="list-style-type: none"> <li>-M&amp;E Seminars and Meetings</li> <li>-Project inspection</li> </ul>
12	Communities	Primary	<ul style="list-style-type: none"> <li>-Needs identification</li> <li>-Data collection</li> <li>-Monitoring</li> </ul>	<ul style="list-style-type: none"> <li>-Assist in identification of community needs</li> <li>-Assist in data collection for monitoring</li> <li>-Monitoring of on-going projects and programmes in their communities</li> </ul>

**Source: OfMA MPCU, June 2025.**

## **7.2: Monitoring Indicators Matrix**

The Monitoring Indicators Matrix serves as a structured framework for tracking progress and assessing the performance of programmes and projects under the 2026–2029 Medium-Term Development Plan (MTDP). It provides timely evidence to guide decision-making, identify implementation gaps, and maintain alignment with both local and national development priorities. The matrix provides a format for presenting the output, outcome and impact indicators for each MTDP objectives. It shows the target for each indicator from 2026-2029 and the frequency for collecting data on each indicator and who is responsible for collecting the data. The monitoring matrix is presented in table 7.2 below.

**Table 7.2 Monitoring Matrix**

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Targets				disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
<b>Goal: Boost agriculture productivity</b>										
<b>Objective: To increase average crop yields of major food crops by 60% by December 2029.</b>										
<b>Programme: Local Economic Development &amp; Feed Ghana Program</b>										
<b>Total output in agricultural production (Crops in mt/ha):</b>	Total quantity of selected Crops produced 56.5	Output						Crops, livestock	Quarterly	Department of Agriculture
Maize			21,952	22,002	22,052	22,552	23,052			
Rice (milled)			2,226.9	2,551	2,851	3201	3551			

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Targets				disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Casava			122,739	123,139	123,539	123,989	124,489			
Yam			3,312	3,812	4,927	5,527	6,227			
Cocoyam			11,752	12,052	12,452	12,952	13,352			
Plantain			69,721	70,021	70,321	70,771	71,221			
Cowpea			56.5	59.3	61.9	61.9.	63.3			
Cocoa			83,523	84,234	84,234	84,782	84,782			
Oil palm			3,876	4,123	4,123	4,123	4,346			

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Targets				disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Cattle			953	1500	2000	2500	2500			
Sheep			8,621	8,840	9000	9345	9600			
Goat			5,461	5600	5600	5850	6000			
Pig			2,952	3000	3200	3500	3500			
Poultry			669,890	670,390	670,990	670,990	671,390			
<b>Average productivity of selected crop (mt/ha):</b>	The average yield per hectare of land cultivated for specific crops	Outcome						Crops	Quarterly	Department of Agriculture
Maize			2.1	2.4	2.7	3.1	3.5			

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Targets				disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Rice (milled)			2.5	2.5	2.6	2.8	3			
Cassava			20.3	23.3	26.8	30.8	35.4			
Plantain			9.5	9.7	10	11	12			
Percentage of arable land under cultivation	Total land cultivated divided by the total land size	Outcome	28.2%	30%	30%	30%	30%	Crop type, location	Quarterly	Department of Agriculture
Number of markets constructed and rehabilitated	Increase economic activities	Outcome	0	1	1	2	2	Location	Annually	Works Dept.
Number of	Increased agricultural productivity and	Outcome	0	1000	2500	3000	3000	Male	Quarterly	Department of

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Targets				disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
farmers engaged in the Feed Ghana Programme	improved food security							Female Age		Agriculture
Proportion of work done on the 24-hour model market	The proportion of planned construction works for the 24-hour market completed	Output	0.00%	30%	60%	100%			Annually	Works Dept
Number of farmers trained on modern farm practices	increased incomes for farmers participating in the Feed Ghana Programme and improved agricultural productivity	Outcome	500	200	200	200	200	Gender, Age, type of training	Quarterly	Department of Agriculture
<b>Goal: Boost tourism potential</b>										

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Targets				disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
<b>Objective: To develop and operationalize at least three priority tourist sites by December 2029.</b>										
<b>Programme: Tourism Development Programme</b>										
Number of tourist sites developed	Increased tourism activity and higher local revenue	outcome	0	1	1	1		Location	Annually	Works
<b>Goal: Improve accessibility and inclusivity in entrepreneurship</b>										
<b>Objective: To increase youth participation in structured entrepreneurship and skills training programmes by 50% by December 2027.</b>										
<b>Programme: Youth Empowerment and Leadership skilled development</b>										
Number of new industries established	Increase in job creation	Outcome						Sector	Quarterly	Department of Agriculture

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Targets				disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Agriculture			4	1	1	1	1		BAC	
Industry,			2	2	5	7	10			
Service			7	10	15	25	35			
<b>Number of new jobs created:</b>	The count of formal and informal sectors jobs created per annum by type (temporary and permanent)	Outcome						Sector	Department of Agriculture BAC	
Agriculture			1	2	2	2	2			
Industry,			1	2	2	2	2			
Service			5	9	11	11	14			
Number of youths trained on business programs	Count the number of youths trained on business programs	Output	500	300	300	300	300	Gender, Age, type of program	Quarterly	BAC

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Targets				disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
<b>Goal: Enhance local revenue mobilization and sustainability</b>										
<b>Objective: Objective: Increase Internally Generated Fund by 10% annually</b>										
<b>Programme: Revenue Improvement Programme</b>										
Percentage change in IGF	The difference of IGF over the previous year expressed as a percentage	Outcome	49.8%	32.6%	43.7%	53.9%	63.7%	Municipal	Annually Quarterly	Finance department
<b>Goal: Improve learning conditions</b>										
<b>Objective: To provide adequate and durable furniture, teaching and learning materials for all public schools by December 2029.</b>										

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Targets				disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
<b>Programme: Education infrastructure and Service Delivery Programme</b>										
<b>Net enrolment ratio:</b>	The proportion of children of official age for a given level of education who are enrolled in that level of education	Outcome						Male	Quarterly	GES
Kindergarten			7.0%	8.0%	8.0%	8.0%	8.5%	Female		
Primary.			6.76%	7.5%	7.5%	7.5%	7.8%	Location		
JHS			7.5%	8.0%	8.0%	8.5%	8.5%			
<b>Gender Parity Index:</b>	Total number of girls at all levels as a ratio of total number of boys at all levels	Outcome						Male	Quarterly	GES
Kindergarten			0.94	1.2	1.2	1.2	1.2	Female		
Primary			1.00	1.08	1.08	1.08	1.08	Location		
JHS			1.00	1.11	1.11	1.11	1.11			

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Targets				disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
SHS			1.3	1.3	1.3	1.3	1.3			
<b>Completion rate:</b> Kindergarten Primary JHS SHS	The proportion of pupils of the official completion age for a given education level who have completed that level of schooling	Outcome						Male Female Location	Quarterly	GES
			99.2	99.5	99.5	100	100			
			96.7	97	97	98	100			
			91.2	93	93	95	95			
			70	75	78	80	80			
<b>Pass rate</b> JHS SHS	Count of final exams takers (girls and boys) who passed a particular exam over a total count of final exam takers in those same exams expressed as a percentage	Outcome	0	75%	78%	80%	85%	Male Female Location	Quarterly	GES
			0	65%	70%	75%	80%			

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Targets				disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of new classroom blocks constructed	Count of newly constructed classroom blocks	Output	0	6	6	6	6	Location	Quarterly	Works Dept.
Number of dilapidated school blocks rehabilitated	Count of school blocks rehabilitated	Output	0	1	1	1	1	Location	Quarterly	Works Dept.
Number of furniture supplied	Count of furniture supplied	Output	0	3000	3000	3000	3000	Location	Quarterly	Works Dept. Internal Audit

**Goal: Improve health Infrastructure**

**Objective: To increase the number and improve the quality of functional health facilities by 50% by December 2029.**

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Targets				disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
<b>Programme: Health Infrastructure and Service delivery Programme</b>										
<b>Proportion of health facilities that are functional</b>	Measures the number of health facilities that are registered and in operation for purposes of providing health care services to the general public expressed as a percentage of completed health facilities	Output						Location	Quarterly	GHS
CHPS Compound			100%	100%	100%	100%	100%			
Clinic			100%	100%	100%	100%	100%			
Health Centre			100%	100%	100%	100%	100%			
Hospital			100%	100%	100%	100%	100%			
Maternal mortality ratio (Institutional)	The number of maternal deaths recorded in health facilities per 100,000 live births	Outcome	0	0	0	0	0	Age	Quarterly	GHS

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Targets				disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
<b>Malaria case fatality (Institutional) :</b>  District total  Under five years  Women between 15-49	The proportion of reported malaria cases in health facilities that result in death	Outcome						Gender, facility type	Quarterly	GHS
			0	0	0	0	0			
			0	0	0	0	0			
			0	0	0	0	0			
Proportion of population who have tested positive for covid-19	The percentage of the population to test positive for covid-19	Outcome	0	0	0	0	0	Gender	Quarterly	GHS
<b>Proportion of population with valid</b>	The percentage of the total population that holds an active NHIS	Outcome						Gender	Quarterly	GHS

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Targets				disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
<b>NHIS card:</b>	membership card									
Total			51%	57%	63%	69%	80%			
Indigents			5%	6%	7%	8%	10%			
Informal			15%	16%	18%	20%	23%			
Aged			3%	4%	5%	5%	6%			
Under 18years			22%	24%	26%	28%	33%			
Pregnant Women			3%	4%	5%	6%	7%			
<b>Prevalence of malnutrition (institutional)</b>	The proportion of individual (often children) within health or educational institutions who are	Outcome						Gender, Age	Quarterly	GHS

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Targets				disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
•Wasting	identified malnourished as		0.00	0.00	0.00	0.00	0.00			
•Underweight			0.00	0.00	0.00	0.00	0.00			
•Stunting			0.43	0.20	0.00	0.00	0.00			
•Overweight			0.00	0.00	0.00	0.00	0.00			
Number of CHPS compound constructed	Count of CHPs compound that have been newly constructed	Output	0	2	2	2	2	Location	Quarterly	GHS
Number of Nurses quarters constructed	Count the number of nurses quarters constructed	Output	0	2	2	2	2	Location	Quarterly	GHS
<b>Goal : Strengthen participatory governance and citizen engagement</b>										

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Targets				disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
<b>Objective: Increase citizen participation in planning and monitoring processes by 60% by December 2029.</b>										
<b>Programme: Birth and Death Registration and awareness Campaign Programme</b>										
<b>Number of births and deaths registered</b>	Count of births and deaths registered by the vital registration system in the Municipality in a particular year	Outcome						Male Female	Annually/Quarterly	Birth and Death Department
Birth (sex)			2910	3200	3300	3400	3550			
Death (sex, age group)			29	40	70	120	150			
<b>Goal : Expand safety nets for vulnerable groups</b>										
<b>Objective: To increase enrolment and participation of at least 70% of identified vulnerable groups on social protection programs within 12 months.</b>										

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Targets				disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
<b>Programme: HIV/AIDs Response Programme</b>										
HIV/AIDs prevalence rate	Percentage (%) of adult population, 15-49 years with HIV positive	Outcome	1.5%	1.2%	1%	0.5%	0.5%	Gender, Age	Annually	GHS
<b>Goal: Improve Minimize environmental pollution and restore ecological integrity for a sustainable environment</b>										
<b>Objective: To reduce pollution and land degradation hotspots by 60% by December 2029</b>										
<b>Programme: Environment &amp; Sanitation Enhancement Program / Water Expansion Program</b>										
Percentage of population with sustainable access to safe drinking water sources	Share of the population with access to basic drinking water services expressed as a percentage of total population	Outcome	80	90	100	100	100	Gender, Location	Annually / quarterly	Municipal Environmental Health Unit
Number of boreholes	Count the number of	Output	4	11	15	15	15	Location	Quarterly	Works

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Targets				disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
constructed	boreholes constructed									
Proportion of population with access to improved sanitation services	Percentage of population with access to improved sanitation services	Outcome	50%	60%	75%	80%	85%	Location	Annually / quarterly	Municipal Environmental Health Unit
Number of institutional toilets constructed	Count of number of institutional toilets constructed	Output	0	6	21	21	21	Location	Quarterly	Works
Number of food operators educated and screened	Count the number of food operators issued with certificates	Output	1006	1200	1400	1600	1800	Gender, Age, location	Quarterly	Municipal Environmental Health Unit
<b>Goal: Expand safety nets for vulnerable groups</b>										
<b>Objective: To increase enrolment and participation of at least 70% identified vulnerable groups on social protection programs within 12 months.</b>										

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Targets				disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
<b>Programme: Social Protection and vulnerability programme</b>										
<b>Recorded cases of child abuse:</b>	Count the number of reported cases of child abuse	Output						Gender, Age, Abuse type	Quarterly	SWCD
Child trafficking			0	0	0	0	0			
Child labour			0	0	0	0	0			
Sexual abuse			0	0	0	0	0			
Emotional abuse			0	0	0	0	0			
Neglect.			0	0	0	0	0			
Early marriage			0	0	0	0	0			

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Targets				disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Female genital mutilation			0	0	0	0	0			
Family-child separation			0	0	0	0	0			
Number of people sensitized on child abuse causes, effects and prevention and intervention	Count the number of people sensitized on child abuse causes, effects and prevention and interventions	Output	300	500	600	700	800	Gender, Age, type	Quarterly	SWCD
Number of women trained on domestic violence	Count the number of women trained on domestic violence	Output	80	120	150	170	200	Age	Quarterly	SWCD
<b>Goal: Improve road infrastructure</b>										

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Targets				disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
<b>Objective:</b> To rehabilitate at least 80% of deteriorated roads by December 2029.										
<b>Programme: Road Infrastructure Development</b>										
Percentage of road network in good condition	Percentage of road network in good condition	Outcome						Road type, Location	Quarterly	Urban Roads Department
Total			63%	65%	70%	80%	87%			
Urban			27%	28%	31%	37%	39%			
Feeder			36.0%	37%	39%	43%	48%			
Number of road safety sensitized workshops organized	The total number of road safety sensitization workshops organized	Output	3	3	3	3	3	Target, Groups, Gender	Quarterly	Transport Dept.
<b>Goal</b>	Enhance public safety and security									

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Targets				disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
<b>Objective: To increase the connection and expansion of electricity across by 30% by 2029</b>										
<b>Programme :Community Lighting Enhancement</b>										
Percentage of communities covered by electricity	The number of communities connected to electricity divided by total number of communities expressed as a percentage	Outcome	90%	93%	95%	100%	100%	Location	Quarterly	Works Dept.
Number of underserved communities connected to the national grid	Count of underserved communities that have gained access to electricity through extension of the national grid	Output	6	2	2	2	2	Location		
<b>Goal: Create disaster resilience and response capacity</b>										
<b>Objective: To reduce flood incidents in high-risk communities by 80% by December 2029, To improve emergency response by the end of 2029</b>										

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Targets				disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
<b>Programme: Disaster Preparedness &amp; Climate Change Resilience Program</b>										
<b>Number of communities affected by disaster:</b>  Bushfire/domestic fire  Floods  Wind/Rain Storm  Drowning	The count of disaster incidents recorded	Output						Location Type	Quarterly	NADMO
			2	0	0	0	0			
			0	0	0	0	0			
			3	0	0	0	0			
			4	0	0	0	0			
Number of land acclamation activities	The count of land acclamation activities	Output	0	1	1	1	1	Location, type	Annually	Agric Dept., NADMO

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Targets				disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Number of public educations on climate change	The number of public educations on climate change organised	Output	1	2	2	2	2	Location	Quarterly	Development Planning
<b>Goal: Enhance public safety and security</b>										
<b>Objective: To reduce reported crime cases in the municipality by 70% by December 2029, To increase the connection and expansion of electricity across by 30% by 2029,</b>										
<b>Programme: Security Enhancement Program</b>										
<b>Reported cases of crime:</b>	The count of reported cases of crime	Outcome						Gender, Age, typr	Annually / Quarterly	Ghana Police Service
Rape			0	0	0	0	0			

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Targets				disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Armed robbery			0	0	0	0	0			
Defilement			1	0	0	0	0			
Murder			0	0	0	0	0			
Drug trafficking			1	0	0	0	0			
Peddling			0	0	0	0	0			
Drug abuse			10	0	0	0	0			
Domestic violence			2	0	0	0	0			
Stealing			121	50	30	20	0			
Number of police station	Total number of police	Output	0	2	2	2	2	Location	Quarterly	Works

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Targets				disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
constructed	station constructed									
Number of community centres constructed	Total number of community centres constructed	Output	0	2	2	2	2	Location	Quarterly	Works
Number of astro turf constructed	Total number of astro turf constructed	Output	0	1	1	1	1	Location	Quarterly	Works
<b>Goal: Implement inclusive spatial development</b>										
<b>Objective: To promote sustainable, spatially integrated, balanced and orderly development of settlements by 2029</b>										
<b>Programme: Land Use Planning &amp; Management</b>										
Number of spatial plans prepared	The number of local and structure plans/maps prepared	Output						Location	Annually	Physical Planning Dept.

Indicator	Indicator Definition	Indicator Type	Baseline 2025	Targets				disaggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Percentage coverage of street naming and property addressing programme	Total coverage of the street naming and property addressing programme in the Municipality	Outcome						Location	Annually	Physical Planning Dept.
<b>Goal : Strengthen participatory governance and citizen engagement</b>										
<b>Objective: Increase popular participation at district levels to 100% by 2029</b>										
<b>Programme: Planning, Participatory Monitoring &amp; Evaluation Programme</b>										
Percentage of annual action plan implemented	Proportion of Action Plan Implemented	Outcome	90%	100%	100%	100%	100%		Quarterly	Development Planning Unit

### **7.3 Evaluation**

The purpose of evaluation in the MTDP 2026-2029 is to assess the effectiveness, efficiency, impact and sustainability of intervention. Evaluation provides the insight into how well the Assembly's strategies are achieving their intended outcome and will guide adjustments in objectives, programmes and allocation of resources.

The evaluations will be conducted in a participatory manner, involving key stakeholders such as government institutions, civil society organizations, development partners, the private sector, and community representatives. This approach will enhance accountability, transparency, and shared responsibility for development outcomes. The following evaluations will be undertaken:

1. **Baseline Evaluation:** Conducted at the start of the plan period to establish benchmark data for all key indicators. This will provide a reference point for measuring change over time.
2. **Mid-Term Evaluation:** Undertaken midway through the plan period to assess progress, identify implementation challenges, and recommend necessary adjustments to improve performance.
3. **End-Term Evaluation:** Carried out at the conclusion of the MTDP to determine the overall achievements, challenges, and lessons learned during the period.

In addition to the conventional baseline, mid-term, and end-term evaluations, the Assembly will adopt the following complementary approaches to strengthen the Monitoring and Evaluation framework:

#### ***Process Evaluation***

It examines how programmes are being implemented in practice, including delivery methods, coordination, adherence to work plans, and use of resources. This helps detect operational inefficiencies early for timely corrective action.

### ***Participatory Evaluation***

It engages stakeholders in evaluating progress and results. Tools such as community scorecards and focus group discussions will be used to ensure accountability and local ownership.

### ***Outcome Evaluation***

It measures whether specific short- and medium-term results have been achieved. The focus lies on changes such as improved service delivery, reduced unemployment, or increased agricultural productivity.

### **7.3.1 Evaluation Matrix**

The matrix is a structured tool in strategic planning used to plan, organise and track the execution of a development intervention. The process makes judgements about policies, programmes or projects, before, on-going or completed based on systematic and objective collection and analysis of data and information. It assesses the relevance, efficiency, effectiveness, sustainability and impact on all programmes and projects outlined in the 2026-2029 MTDP.

The important outcome of the matrix is a set of recommendations to address issues relating to the design or plan, implementation and lessons learnt to guide future policy making, planning and budgeting.

**Table 7.3: Evaluation Matrix**

Evaluation Criteria	Evaluation Question	Data Needed (Rating Criteria)	Data Sources	Data Method Collection
Relevance	<p>a. Consistency of project objectives with the needs and priorities of communities.</p> <p>b. The extent to which interventions are aligned with national policies, assembly’s priorities and strategies.</p>	<p>i. Fully consistent/ aligned</p> <p>ii. Partially consistent/aligned</p> <p>iii. Not consistent/ aligned</p>	<ul style="list-style-type: none"> <li>• Public hearing</li> <li>• Report</li> <li>• Annual progress report</li> <li>• MTDP</li> </ul>	<ul style="list-style-type: none"> <li>• Documents review</li> <li>• Participatory rural appraisal</li> </ul>
Efficiency	<p>a. Degree of resource optimization to achieve intended outputs and outcome.</p>	<p>A</p> <p>i. Achieved over budgeted cost</p> <p>ii. Achieved under budgeted cost</p> <p>iii. Achieved within budgeted cost</p>	<ul style="list-style-type: none"> <li>• Site inspection report</li> <li>• Financial records</li> <li>• Monitoring report</li> <li>• Quarterly progress report</li> </ul>	<ul style="list-style-type: none"> <li>• Documents review</li> <li>• Records review</li> </ul>

		B		
	b. Project implemented period compared to planned period	i. Completed within schedule ii. Delay		
Effectiveness	a. Degree of achieving planned output and outcome of the project  b. Degree of positive and negative changes occurred as a result of project implementation.	i. Very good (80% and above) ii. Good (79%-60%) iii. Satisfactory (59% to 40%) iv. Below average (below 40%)	<ul style="list-style-type: none"> <li>• Field survey</li> <li>• Monitoring report</li> </ul>	<ul style="list-style-type: none"> <li>• Focus group discussion</li> <li>• Interviews</li> </ul>
Impact	a. Degree of achievement of goals in the planned project	i. Very good (80% and above)	<ul style="list-style-type: none"> <li>• Environmental impact</li> </ul>	<ul style="list-style-type: none"> <li>• Documents review</li> <li>• Interviews</li> <li>• Focus group</li> </ul>

	<p>implementation year.</p> <p>b. Degree of positive and negative impact of executed projects in the lives of beneficiaries.</p> <p>c. Impact of project on the environment.</p>	<p>ii. Good (79%-60%)</p> <p>iii. Satisfactory (59% to 40%)</p> <p>iv. Below average (below 40%)</p>	<p>evaluation report</p> <ul style="list-style-type: none"> <li>• Beneficiary survey report</li> <li>• Public hearing report</li> </ul>	<p>discussion</p>
Sustainability	<p>a. Adequacy of stakeholders' capacities to maintain project</p> <p>b. Adequacy of staff capacity to implement operation and maintenance plan for the project</p>	<p>i. High</p> <p>ii. Average</p> <p>iii. Poor</p>	<ul style="list-style-type: none"> <li>• Training report</li> <li>• D&amp;M manual</li> <li>• Observation</li> </ul>	<ul style="list-style-type: none"> <li>• Documents review</li> <li>• Interviews</li> </ul>

#### 7.4: Participatory Monitoring and Evaluation (PM&E)

Participatory Monitoring and Evaluation (PM&E) is an inclusive and collaborative approach that ensures all stakeholders particularly community members, civil society organisations, and vulnerable or marginalised groups are actively engaged in tracking and assessing the implementation of the Medium-Term Development Plan (MTDP) 2026–2029.

PM&E ensures development interventions are responsive to the real needs and priorities of the people. The MPCU would capture the perception of stakeholders and assess the degree to which the interventions have met their expectations/aspirations. Feedback from stakeholders would be collected, analysed, and incorporated into decision-making processes, enabling timely adjustments to strategies, activities, and resource allocation.

To effectively implement Participatory Monitoring and Evaluation (PM&E), MPCU would employ the following tools and techniques that are community-friendly, interactive, and evidence-based.

The key tools and techniques to be applied will include:

- Community Scorecards
- Citizen Report Cards
- Participatory Rural Appraisal

**Table 7.4: Participatory P&ME Tools**

Name of the PM & E Tool	Programme/ Project Involved	Beneficiaries /Key Stakeholders
Community Score Card	Construction of classroom block	Ghana Education Service (GES), Traditional Authority, Pupils Teachers, Assembly Members  PTA

Renovation of classroom block	Ghana Education Service (GES), Traditional Authority, Pupils, Teachers, Assembly Members, PTA
Construction of computer lab	Ghana Education Service (GES), Traditional Authority, Pupils, Teachers, Assembly Members, PTA
Construction of Pen	Assembly Members, Traditional Authorities, Community member, Environmental Health Unit
Fencing of school	Ghana Education Service (GES), Traditional Authority, Pupils, Teachers, Assembly Members, PTA
Construction of household toilet facilities	Assembly Members, Traditional Authorities, Community Member, Environmental Health Unit
Construction of school park	Ghana Education Service (GES), Traditional Authority, Pupils, Teachers, Assembly Members
Construction of health facilities	Ghana Health Service (GHS), Traditional Authorities, Pupils Doctors, Nurses, Assembly Members
Provision of skip pads	Assembly Members, Traditional Authorities, Community member, Environmental Health Unit

Reshaping of roads	Urban Roads, Traditional Authorities, Community members, Assembly Members
Construction of Agricultural Market	Community members, Assembly Members, Agric Department, Community members, Assembly Members, Traditional Authorities
Construction of drainage systems	Works Department, Traditional Authorities, Community members, Assembly Members
Construction/Expansion of Market	Works Department, Traditional Authorities, Community members, Assembly Members
Construction of durbar grounds	Works Department, Traditional Authorities, Community members, Assembly Members
Construction of foot bridge	Urban Roads, Traditional Authorities, Community members, Assembly Members
Provision of bus terminal/lorry station	Urban Roads, Traditional Authorities, Community members, Assembly Members
Provision of police post	Works Department, Traditional Authorities, Community members, Assembly Members, Police Service

Source: OfMA MPCU, June 2025.

### 7.5: Knowledge Management and Learning

The successful delivery of the MTDP 2026–2029 will rely heavily on knowledge systems and well-developed staff competencies. A knowledge mapping exercise was undertaken to identify critical knowledge areas, primary users, preferred sharing methods, and existing gaps. This exercise revealed weaknesses in several key areas, including project management, data analysis, and revenue mobilization. To address these gaps, strategies such as specialized workshops, on-the-job mentoring, peer learning sessions, and ICT training were proposed. These initiatives will focus on strengthening capabilities in planning, monitoring and evaluation (M&E), communication, and governance. Table 7.5 below shows the Knowledge Management and Learning Framework.

**Table 7.5: Knowledge Management and Learning**

Knowledge Area	Knowledge Source	Knowledge Holder	Primary Users	Knowledge Sharing Mechanism	Knowledge Gaps
Project Monitoring and Evaluation	APR's , M&E Manual, Field report	MPCU members	Heads of Department, Development Partners	DDDP dashboard, Quarterly briefings	Inadequate digital tools for monitoring
Education Sector Performance	GES reports, school monitoring visits	District Education Directorate	Education Oversight Committee, School Management Committee, Board of Governance, NGO's,	Education review forums, cluster meetings	Gaps in performance tracking at early childhood education level

Knowledge Area	Knowledge Source	Knowledge Holder	Primary Users	Knowledge Sharing Mechanism	Knowledge Gaps
			Parents		
Revenue Mobilization Strategies	Revenue improvement report, IGF records	Finance Department Budget Unit Revenue Unit	Finance and Administration Committee, Budget Committee	Stakeholder Engagements, Quarterly meetings	Insufficient information on chat of account codes by collectors
Local Economic Development	Annual Report	Agric. Department, Business Advisory Centre	NGO's, Development Partners Planning Unit	Training, Workshops, Public Awareness Campaigns	Inadequate information on business orientation
Gender and Social Inclusion	SWCD Manual, Children's Act, Gender Policy, Annual Report	Social Welfare Department, Gender Desk Officer	Development Partners, NGO's, Planning Unit	Public Awareness Campaigns, Workshops, Quarterly briefing	Inadequate information on social protection
Disaster Risk & Climate Change	Disaster assessment report, NADMO report	NADMO Physical Planning Department Works Department	Planning Unit	Public awareness campaigns	Limited skills in disaster prevention and management
Health Sector Performance	Facility report	Municipal Health Directorate	Health Oversight Committee	Stakeholders' forum, Quarterly review meetings	Gap in tracking the performance of private health facilities

Knowledge Area	Knowledge Source	Knowledge Holder	Primary Users	Knowledge Sharing Mechanism	Knowledge Gaps
Environmental and Sanitation	MSHAP report, waste management records	Environment Health Unit	Sanitation Service Providers, Public Health Staff	Community Education Campaigns, Progress Report	Inadequate digital monitoring tools
Spatial Planning & Infrastructure	Building permit/planning permit, planning scheme, GIS data	Physical Planning Department Works Department	Spatial Planning Committee, Assembly Members, Contractors, Engineers	Public Awareness Campaigns, Technical Sub-Committee meeting	Limited layout plan. Insufficient GIS mapping
Data Analysis	MIS tools, Survey	Statistical Officer Planning Unit	All Heads of Department	Training sessions, DDDP dashboard, data briefing	Limited skills in advanced analytics and visualization tools

Source: OfMA MPCU, June 2025.

**Table 7.6: Competency Matrix for Learning**

Competency	Training program	Evaluation Criteria	Learning Objective
Monitoring and Evaluation	Results-Based Monitoring & Evaluation	M&E Tools Application Test	
Financial Management	Ghana Integrated Financial Management	Internal Audit Review	Enhance capacity on budget preparation,

Competency	Training program	Evaluation Criteria	Learning Objective
	Information System training		implementation and reporting
Spatial Planning	GIS training	Mapping Exercise	To improve on spatial data analysis
Gender Mainstreaming	Gender and Social Inclusion Training	Gender Audit	
ICT & Digital System	Microsoft office and Smart office training	Digital Assessment	To improve capacity on digital tools
Climate Adaptation & Resilience	Disaster Management training	Practical Scenarios; Plan Review	Enhance capacity on risk management
Leadership Governance	Local Governance and Leadership Management training	Pre/post Training tests	Enhance capacity on service delivery, leadership quality and conflict management

## **CHAPTER EIGHT**

### **DEVELOPMENT COMMUNICATION STRATEGY**

#### **8.0 Introduction**

This chapter outlines the strategy for communicating the goals, activities, and outcomes of the MTDP 2026–2029. It emphasizes on ensuring that all stakeholders are informed, engaged and contribute to the development process effective communication channels.

#### **8.1 Communication Strategy**

Communication comes in many forms and must follow guidelines and an appropriate level of formality to ensure knowledge and information transfer. The communication strategy below provides detailed list of items to be communicated, to whom they are communicated and when they are to be communicated.

**Table 8.1: Communication Strategy**

S/N	Activity	Purpose/Objectives	Audience	Means for Communicating	Time frame	Responsibility
1	Town Hall Meetings	To create awareness of programme, projects and activities.	All stakeholders	PowerPoint Presentation, media, website	Twice a year	MPCU
2	MCE's engagement	Assess the level of implementation on the planned projects and programmes	Stakeholders	Information Centres, media and open forum	Quarterly	MCE, MPO, ISD
3	Update of website and social media platforms	To disseminate information, provide access to MTDP performance update and create an avenue to provide feedback to enhance future plans	General Public	Municipal Assembly's Website, Facebook	Quarterly	MCD/MIS/MPO/ISO
4	Sensitization of Zonal Council Members	To create awareness on the MTDP and encourage feedback on the performance of the MA	Zonal Council Members	Zonal Council meetings	Quarterly	MCD/MPO, Zonal Council Secretaries
5	Dissemination of Quarterly/ Annual Progress Report	To provide information on progress made with the implementation of the plan and gather feedback to inform future plans	Regional Coordinating Council, Members of the Development Planning Sub-Committee, Assembly Members	Preparation and distribution of reports	Quarterly Yearly	MPCU/MPO

S/N	Activity	Purpose/Objectives	Audience	Means for Communicati ng	Time frame	Responsibilit y
7	Community durbars	To raise awareness, encourage bottom-up approach and gather feedback on MTDP implementation	Traditional leaders, Opinion leader, Community members,	Meetings	Quarterly	MPCU
8	Organize Public Hearings on the MTDP	To validate the Plan and gather feedback to finalize the plan	Traditional leaders, Opinion leader. Community members, PWDs, Aged, Women groups, Artisan unions, FBO's, Traders, Religious leaders, NGO's and CBO'S	Durbar	Once	MCE/MCD/MPO
9	Organize talks Shows	To create awareness on MTDP goals and solicit citizen feedback	General public	FM stations Information Centers	Quarterly	MCE/ MPCU
10	Sensitization of Assembly Members	To create awareness on the MTDP and help mobilize resources for the implementation of the plan	Assembly Members, Technocrats, Security service, Member of Parliament	Meeting of the General Assembly	Trice a year	MCD/MPO/Pr esiding Member

## **8.2. Communication messages for MTDP dissemination**

The communication messages have been designed to disseminate the Medium-Term Development Plan (MTDP). They are developed to share the plan to various audiences through reliable communication channels:

- i. Disseminate information on programmes, projects and activities to inform/create awareness
- ii. Create awareness on stakeholders' roles and expectations of in the implementation of MTDP (2026-2029)
- iii. Promote dialogue to ascertain the expectations of the public and generate feedback on the performance of the Assembly
- iv. Market the development potentials of the Assembly to Development Partners and other sectors
- v. Ensure optimum results for all communications and project expectations

## **8.3: Elements of Development to be Communicate to Stakeholders**

Essential information to be communicated to Stakeholders will include the following:

- i. Report on completed and on-going projects.
- ii. Level of MTDP implementation.
- iii. Service Delivery Standards
- iv. Social Accountability
- v. Revenue mobilization and challenges being faced.

## **8.4: Stakeholders/ Target Groups**

Stakeholders have been grouped as external or internal to enable the use of appropriate communication tools. The external stakeholders include Ministry of Local Government and Rural Development, National Development Planning Commission, Office of the Head of the Local Government Service, Regional Coordinating Council, other Ministries, Departments and Agencies

and Donor Partners. The internal stakeholders of the Municipal Assembly are the Member of Parliament, Assembly Members, Unit Committees, Traditional authorities, Staff, Organizations (NGO's, CBO's etc), Government Agencies (Police, ECG, CWSA etc.) and Business Owners

### **8.5 Communication Tools and Channels**

The communication tools that will be utilized in the dissemination of information to the various target groups include Annual Progress Reports, TV and Radio documentation and information centre announcements.

The communication channels which will be used to disseminate the MTDP includes General Assembly meetings, Quarterly meeting, Zonal Council meeting, Community durbar and Assembly's website

### **8.6 Feedback and Monitoring Mechanisms**

In order for citizens to participate in governance, the Municipal Assembly will implement systems for feedback. This system includes installation of suggestion box at the zonal councils, usage of active digital platforms and quarterly stakeholder's engagements.

The MPCU members will review feedbacks monthly which will inform planning and programme adjustments. Findings and response will be shared through public forums.

## **Annex 1: Public Hearing Report**

### **PUBLIC HEARING REPORT ON THE OFORIKROM MUNICIPAL ASSEMBLY MEDIUM TERM DEVELOPMENT PLAN (2026-2029)**

Name of District: **Oforikrom Municipal Assembly**      Region: **Ashanti**

Name of Zonal Council: **Oforikrom, Ayigya, Bomso and Kentinkrono/Ayeduase**

Venue: **Banivillas**

Date: 30/10/2025

**A.** Medium of invitations, notices, announcements issued for participation :(e.g. radio station, newspaper(s); letters etc.

1. Invitation letters were served

2. Phone calls were made

**B.** Names of special/interest groups & individuals invited:

1. Electricity Company of Ghana
2. Ghana Water Company
3. Ghana National Fire Service
4. Ghana Police Service
5. Representative, Odotobri Rural Bank)

6. District Magistrate Court
7. Ghana Private Road Transport Union (GPRTU)
8. Heads of Department, Oforikrom
9. Honorable Assembly Members
10. Land Commission
11. Operations manager (Asante Akyem)
12. National youth authority
13. Youth employment agency
14. Ghana enterprise agency
15. Co-Operative Credit Union
16. Traditional Leaders
17. Representatives of NGO's
18. Representatives of Market Women Association
19. The Media

C. Identifiable Representations at hearing:(eg. chiefs, government agencies, political parties, economic groupings etc.

1. Electricity Company of Ghana
2. Ghana Water Company
3. Ghana National Fire Service
4. Ghana Police Service
5. Representative, Odotobri Rural Bank)
6. District Magistrate Court
7. Ghana Private Road Transport Union (GPRTU)
8. Heads of Department, Oforikrom
9. Honorable Assembly Members
10. Land Commission
11. Representative Asante Akyem
12. National youth authority

13. Youth employment agency
14. Ghana enterprise agency
15. Co-Operative Credit Union
16. Traditional Leaders
17. Representatives of NGO's
18. Representatives of Market Women Association
19. The Media

**D.** Total Number of Persons at hearing:

**E.** Gender Ratio/Percentage represented: Male = 56 (76%). Female = 18 (24%)

**F.** Language(s) used at hearing:

1. English & Twi

**G.** Major Issues at Public Hearing (in order of importance):

1. Poor road network in the Municipality should be addressed
2. Chiefs are to release land for developmental projects in the Municipality
3. Extension of water to communities
4. Extension of electricity to new sites
5. Poor sanitation issues in the Municipality

**H.** Main controversies and major areas of complaints:

1. Foreign street hawkers along Kumasi-Accra Road
2. Delay in completion of the Main Assembly block.

- I. Proposals for the resolution of the above controversies and complaints.
  - 1. A meeting should be held with landowners to release lands for development in the Municipality.
  - 2. A task force formed team will be formed to clear the hawkers.
  - 3. Extension of pipelines to various communities will be done
  - 4. Extension of electricity poles will be done in new sites.
  - 5. Clean up exercise and refuse containers will be provided at vintage points.
  - 6. DRIP machines will be used to clear roads in the communities.
- J. Unresolved questions:
  - 1. Delay in meeting.
- K. At what level are these unresolved problems going to be resolved and why:
  - I. It will be resolved at the Management and General Assembly level.
- L. A brief comment on general level of participation:

**Assent of Acceptance of Public hearing Report:**

Signature of:

**Municipal Chief Executive**



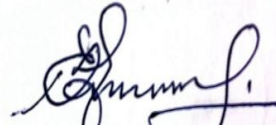
**Municipal Co-ordinating Director**



**Presiding Member:**



**Chairman of Development**



**Planning Sub-Committee:**

**Development Planning Officer:**



### OFORIKROM MUNICIPAL ASSEMBLY

#### ATTENDANCE SHEET

PURPOSE: Final Public Hearing on Medium-Term Development Plan 2026-2029, for Oforikrom Municipal Assembly

DATE: 20/10/25 VENUE: \_\_\_\_\_

S/N	NAME	DEPARTMENT / ORGANIZATION	DESIGNATION	PHONE CONTACT	SIGNATURE
12.	Isaac Nyon	MIS	Programmer	0542960056	
13	Mr Donny Opare-Baidoo	Educator	M.A.E	0243230422	
14.	Dennis Opare Dapaal	M.P.O	Planning Unit	0244939179	
15.	Arthur A. Chibaya	E.H.U	E.H.U	0242630825	
16	Herabima A. Safianu	Oforikrom Zonal Council	F/O	0243920239	
17	Nana Ama Safo	Zonal Council	Admin	0243205279	
18	Africa Samu	Garage/Part	Driver	0247137641	
19.	Benard Owusu Sangy	BAC	Head	0550415243	
20.	Abasi A. Annu	Sur	Head	0242953225	
21.	Neilson Ayine	NADMO	DIRECTOR	0542102743	
22.	Eric Opare-Mensah	Admin	ADIFA	0240465837	

### OFORIKROM MUNICIPAL ASSEMBLY

#### ATTENDANCE SHEET

PURPOSE: Final Public Hearing on Medium-Term Development Plan 2026-2029, for Oforikrom Municipal Assembly

DATE: 20/10/25 VENUE: \_\_\_\_\_

S/N	NAME	ELECTORAL AREA / DESIGNATION	PHONE CONTACT	SIGNATURE
3.	OFORI Joshua	Oforikrom West	0246-371166	
4.	KWESI AYI AIDOO	G/A	0244128517	
5	Anthony Kofi Asantewa	G/A	0243162716	
6	John Nketiah	Oforikrom east	0545445269	
7	Dora Yeboah	Ahenbromu	0244826014	
8	Kwame Owusu Bempah	Atrabi	0248687644	
9.	HOSEIN KATEH	ANKLA-WEST	0504773540	
10.	Salomon Kumi	ANLOGA-EAST	0275269700	
11	CHARLES ENCHILL	AKETEGO	0543-100291	

### OFORIKROM MUNICIPAL ASSEMBLY

#### ATTENDANCE SHEET

PURPOSE: \_\_\_\_\_

DATE: \_\_\_\_\_ VENUE: \_\_\_\_\_

S/N	NAME	DEPARTMENT / ORGANIZATION	DESIGNATION	PHONE CONTACT	SIGNATURE
23	Enoch Opare Okang	Central Admin	H/A	0240335134	
24	Akey Relanape Kofi	Finance	MFO	0247665927	
25	Samuel Adu Asato	Other	WC	0243368587	
26	Richard Agyemang	Utilities	Q.S	0243941557	
27	Kanda Kyerematey	PRM	Records	0244562819	
28	Isiah Atta Kyeemans	A/K Zonal Council	Admin	0208470869	
29.	Isaiah Adu	PPD	APPO	0243936444	
30.	Dr. Nana Akwe Baffour	Health	M.D/MS	0226320647	
31.	Kwame Agyemang	PPD	M.P.P.O	0244695276	
32.	Gloria Ariedu - Ampem	Works	M.W.O	0246697168	

### OFORIKROM MUNICIPAL ASSEMBLY

#### ATTENDANCE SHEET

PURPOSE: \_\_\_\_\_

DATE: \_\_\_\_\_ VENUE: \_\_\_\_\_

S/N	NAME	ELECTORAL AREA / DESIGNATION	PHONE CONTACT	SIGNATURE
12.	Kwame Opare Baidoo	BAC	0242837124	
13	Ahmed Yussif	G/A	0249830228	
14.	Ralph Atankpa	TECH	0242826157	
15	Issaka Ali Sambo	Mayor	0247470778	
16	Isaac Opare	Mayor	0240557470	
17	Isaac Kwame Opare	Kentomamomo	0200855952	
18	KEURAN EUREWAGE	E/A	0241741243	
19	Francis Javiah	M/M	0243461476	
20	Rita Akwasi	G/A	0533523667	
21	MOHAMMED BASHIR	G/A	0244498457	

**OFORIKROM MUNICIPAL ASSEMBLY**  
ATTENDANCE SHEET

PURPOSE: \_\_\_\_\_

DATE: \_\_\_\_\_ VENUE: \_\_\_\_\_

S/N	NAME	ELECTORAL AREA/ DESIGNATION	PHONE CONTACT	SIGNATURE
	NANA PROF NKENGA BOMBOU	G/A	0244984843	<i>[Signature]</i>

**OFORIKROM MUNICIPAL ASSEMBLY**  
ATTENDANCE SHEET

PURPOSE: Final Public Hearing on Medium-Term Development plan  
2026-2029 for Oforikrom Mun. Assembly

DATE: 20/10/25 VENUE: \_\_\_\_\_

S/N	NAME	DEPARTMENT /ORGANIZATION	DESIGNATION	PHONE CONTACT	SIGNATURE
1	Nbikmoah Annelam	Development	Dev. Head	0247853397	<i>[Signature]</i>
2	PEARL E. MUKATAH	HR	MHRM	0246602452	<i>[Signature]</i>
3	FELICIA KWASU	Procurement	Mun. Pro. off	0244246612	<i>[Signature]</i>
4	Emmanuel Asare	ISD	RTIO	0546670086	<i>[Signature]</i>
5	Irene Goodi	Dev't Planning	SPD	0243354455	<i>[Signature]</i>
6	Charles Nkansah	App's Zonal Cases	APNB	024924586	<i>[Signature]</i>
7	Angela Osei-Tutu	Budget	MBA	0244116705	<i>[Signature]</i>
8	Mairi Nkansah	Budget	SBB	0246205141	<i>[Signature]</i>
9	Kenneth Xsiedu	Adm	ADP	0201300715	<i>[Signature]</i>
10	Nana Kwame Osei Osei	Adm.	Adm. Assistant	055642260	<i>[Signature]</i>
11	Osei K. Kyereama	Reg'ic	MDH	0548135174	<i>[Signature]</i>

**OFORIKROM MUNICIPAL ASSEMBLY**  
ATTENDANCE SHEET

PURPOSE: \_\_\_\_\_

DATE: \_\_\_\_\_ VENUE: \_\_\_\_\_

S/N	NAME	DEPARTMENT /ORGANIZATION	DESIGNATION	PHONE CONTACT	SIGNATURE
33	Aboi Okintey Griffin	KNUST G.M.F.S	OPERATIONS	0046547000	<i>[Signature]</i>
34	Eniame Halidu Adams	Land Commission	SPT	0241852657	<i>[Signature]</i>
35	Supt. John Paul Akonele	G.P.S	SUPP.	024301216	<i>[Signature]</i>
36	Richard Johnson	GWCL		0244630625	<i>[Signature]</i>
37	Ihyull Nusenu	EEG	Dir.		<i>[Signature]</i>
38	Budu Yussif	YEA	YEA	0531590431	<i>[Signature]</i>
39	Nana Kofi Nkansah Awoagye II	TA	TA	053421210	<i>[Signature]</i>
40	Muhammad Baba Sumaila	GRU	Rep	0242821400	<i>[Signature]</i>

**Annex 2.: SWOT Analysis**

	<b>DEVELOPMENTAL ISSUES</b>	<b>STRENGTH</b>	<b>WEAKNESS</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
1.	Improper waste disposal	<ul style="list-style-type: none"> <li>-Existence of waste collection services</li> <li>-Availability of sanitation by-laws</li> <li>- Existence of Environmental Health Unit</li> </ul>	<ul style="list-style-type: none"> <li>-Inadequate infrastructure for waste collection</li> <li>- Poor enforcement of sanitation by-laws</li> </ul>	<ul style="list-style-type: none"> <li>-Partnerships with waste management companies</li> <li>-Government grants for waste management projects</li> </ul>	<ul style="list-style-type: none"> <li>-Delay of funds by the government for waste management projects</li> </ul>
<p>Conclusion: Proper well-built infrastructure, public education among others can help curb the issues of improper waste disposal</p>					
2.	Inadequate classroom blocks	<ul style="list-style-type: none"> <li>- Availability of land for expansion</li> <li>-Existence of institutions (GES,</li> </ul>	<ul style="list-style-type: none"> <li>- Limited budgetary allocation</li> <li>- Poor maintenance of existing school blocks</li> </ul>	<ul style="list-style-type: none"> <li>-Government or donor funding for schools</li> <li>- Potential partnership with NGOs/CSOs</li> </ul>	<ul style="list-style-type: none"> <li>-Delay in the release of funds</li> <li>- Encroachment of lands for school expansion</li> </ul>

		Municipal Works)			- Natural disasters damaging infrastructure
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Conclusion: Due to limited budget of the Municipal Assembly, the Assembly can seek additional funding from other donors through proposals to construct more classroom block in various schools with spacious land.

3.	Inadequate health infrastructure	<ul style="list-style-type: none"> <li>- Availability of Municipal Health Management Team</li> <li>- Availability of trained health personnel</li> </ul>	<ul style="list-style-type: none"> <li>- Limited budget allocation</li> <li>- Limited access to land</li> </ul>	<ul style="list-style-type: none"> <li>- Collaboration with health NGOs</li> <li>- Existence of Central Government Transfers</li> </ul>	<ul style="list-style-type: none"> <li>- Political instability</li> <li>- Delay in releasing of funds</li> </ul>
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Conclusion: The emergence of strengthen and opportunities exist to solve the issue of inadequate health facilities. More support from the Ministry of health and concerned NGOs can help remedy the situation of inadequate health infrastructures through funding and technical advice or support.

4.	Poor sanitation and waste management	<ul style="list-style-type: none"> <li>- Existence of waste collection service</li> <li>- Existence of Environmental Health</li> </ul>	<ul style="list-style-type: none"> <li>- Inadequate of skip containers and skip pads</li> <li>- Absence of land fill</li> </ul>	<ul style="list-style-type: none"> <li>- Public-private partnerships (PPPs) for waste management</li> <li>- Existence of National</li> </ul>	<ul style="list-style-type: none"> <li>- Delay in release of funds</li> </ul>
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		Unit  -Existence of Sanitation bylaws	site  -Limited budgetary allocation  -Weak enforcement of sanitation bylaws	Sanitation Day  -Existence of waste management institutions (eg Zoomlion and Asadu)	
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Conclusion: The Assembly has limited funds to tackle poor sanitation and waste management. To solve this, Public-private partnerships (PPPs) and Environmental agencies together with the Assembly can collaborate in providing essential services to curb the issue of poor sanitation and waste management.

5.	Limited coverage of social protection programs for vulnerable groups	-Existence of Social Development Department  -Availability of community level data on vulnerable population	-Limited budgetary allocation  -Lack of awareness of available programs among community members	- Existence of National Social Protection programs (eg. LEAP, NHIS, School Feeding)  -Potential partnership with NGOs/CSOs	-Political interference in targeting and delivery of support  - Inflation reduce real value of benefits  -Risk of corruption, favoritism and diversion of resources
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Conclusion: Social welfare department has widened the coverage and increase its awareness to people about social protection programs for vulnerable. Funding is essential to do more outreach.

6.	Environmental pollution/degradation	<ul style="list-style-type: none"> <li>-Community awareness campaigns</li> <li>-Availability of noise detective machine</li> <li>- Existence of by-laws on sanitation</li> </ul>	<ul style="list-style-type: none"> <li>- Weak enforcement of environmental regulations</li> <li>- Inadequate monitoring by Environmental Health Unit</li> </ul>	<ul style="list-style-type: none"> <li>-Presence of Green Ghana initiatives (e.g., tree planting)</li> <li>- Technological Advancement (eg. Air purifiers, electric vehicle)</li> <li>- Potential partnership with environmental NGOs</li> </ul>	<ul style="list-style-type: none"> <li>-Climate Change acceleration</li> <li>-Delay in release of funds</li> </ul>
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Conclusion: The Assembly can enforce bye-laws to punish law breakers or those who destroys the environment and also the environmental department can engage the communities about dangers associated with environmental pollution/degradation.

7.	Limited access to suitable agricultural lands	<ul style="list-style-type: none"> <li>-Community farming initiative optimize land sharing</li> <li>-Existence of Agric Department</li> </ul>	<ul style="list-style-type: none"> <li>- high cost of land</li> <li>Competition of landuse</li> </ul>	<ul style="list-style-type: none"> <li>-Land reforms and redistribution</li> <li>-Land- sharing and leasing of unused lands to farmers</li> <li>-Undeveloped land inn KNUST</li> </ul>	<ul style="list-style-type: none"> <li>Rapid Urbanization</li> <li>-Climate change (eg. Floods) shrinks arable lands</li> </ul>
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Conclusion: The potential and opportunity identified are significant to solve the limited access to suitable agricultural lands. The Assembly can enforce bye-laws. Agriculture department can promote vertical farming and hydroponics in urban areas.

8.	Limited access to credit for SMEs	<ul style="list-style-type: none"> <li>-Existence of Business Advisory Centre (BAC)</li> <li>- Existence of financial institutions within the Municipality</li> <li>-Existence of digital lending options(eg. Fido, MTN momo loans)</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>-Poor record keeping by SMEs</li> <li>-Unavailability of collateral demanded by financial institutions</li> <li>-Limited financial literacy</li> </ul>	<ul style="list-style-type: none"> <li>-Government and NGO programs (eg. GEA, MASLOC, Ministry of Trade, Agribusiness and Industry)</li> <li>-Cooperative Unions</li> <li>-Credit Guarantee Schemes to reduce collateral demands</li> </ul>	<ul style="list-style-type: none"> <li>-High interest rate</li> <li>-Competition from big businesses for loans</li> <li>-Economic instability increase borrowing risks</li> <li>-Bureaucratic loan processes</li> </ul>
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Conclusion: The Assembly can leverage local banks and credit unions for SME-focused products to help in improving access to credit

9.	High cost of farm inputs	-Existence of Agric.	- Dependence on	-Expansion of Government	-Middlemen
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		<p>Department</p> <ul style="list-style-type: none"> <li>-Existence of Farmer Based Organization</li> <li>- Existence of agro chemical companies</li> <li>-Local input manufacturing of farm inputs</li> </ul>	<p>imported inputs</p> <ul style="list-style-type: none"> <li>- Limited access to credit for bulk purchase</li> </ul>	<p>Subsidy programs (eg. Planting for food and jobs)</p> <ul style="list-style-type: none"> <li>-Public-Private Partnership with agro-industries to supply affordable inputs</li> <li>-Farmer cooperative and bulk buying of farm inputs</li> </ul>	<p>exploitation inflate prices</p> <ul style="list-style-type: none"> <li>- Global price volatility disrupt supply chain of inputs</li> <li>-Delay in subsidy distribution of farm inputs</li> </ul>
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Conclusion: There can improved access to government subsidized inputs. The Business Advisory Center can help to strengthen farmer cooperatives for collective bargaining.

10.	Inadequate stations/terminals lorry	<ul style="list-style-type: none"> <li>- Availability land for development</li> <li>- Existence of transport unions</li> <li>- Existence of</li> </ul>	<ul style="list-style-type: none"> <li>-Limited budgetary allocation</li> <li>- Land acquisition challenges in built up areas</li> </ul>	<ul style="list-style-type: none"> <li>- Partnership with transport unions and private developers</li> <li>-Existence of Urban Transport Policy</li> <li>-Existence of donor funding</li> </ul>	<ul style="list-style-type: none"> <li>-Urbanization outpacing infrastructure planning</li> <li>-Delay in release of funds for projects</li> </ul>
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		Transport Department		(eg. World Bank)	<ul style="list-style-type: none"> <li>- Political instability can stall projects</li> <li>- Inflation</li> </ul>
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Conclusion: The Assembly can enforce traffic safety measures, formalize partnerships with transport unions and implement congestion pricing in Central Business District (CBD) to tackle the issue of inadequate lorry stations/terminals

11.	Inadequate resources for disaster management	<ul style="list-style-type: none"> <li>-Existence of Disaster Volunteer Groups</li> <li>-IGF</li> <li>-Availability of van and information centers for public education</li> <li>-Existence of Disaster Management Team</li> </ul>	<ul style="list-style-type: none"> <li>-Limited equipment and training</li> <li>-Inadequate funding for disaster management</li> </ul>	<ul style="list-style-type: none"> <li>-Availability of National Disaster Management Fund</li> <li>-Collaboration with institutions (eg. GFS) for volunteer training programs</li> </ul>	<ul style="list-style-type: none"> <li>- Delay in release of funds</li> <li>-Political interference</li> <li>-Climate Change impacts</li> </ul>
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Conclusion: With the existence of NADMO, effective public education and sensitization on disaster has been done for the communities. The municipal can also establish municipal disaster preparedness funds and partner with KNUST for risk assessment

12.	Undeveloped Tourist Sites	<ul style="list-style-type: none"> <li>- Existence of potential tourist sites</li> <li>-Existence of Cultural Department</li> </ul>	<ul style="list-style-type: none"> <li>-Lack of investment in tourism infrastructure</li> <li>-Limited budgetary allocation</li> <li>-Encroachment on tourist site</li> <li>-Weak marketing and promotion</li> </ul>	<ul style="list-style-type: none"> <li>-Existence of Ghana Tourism Authority</li> <li>-Public- Private Partnership with tourism developers</li> <li>-Promotion of cultural festival to showcase local traditions and tourist sites</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>-Land dispute</li> <li>-Limited funding for tourism development</li> </ul>
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Conclusion: With these existing strength and opportunities, the associated weaknesses and threat can be solved to bring about development of potential tourist sites in the municipality. This will go a long way to increase revenue and create jobs in the municipality.

13.	Indiscriminate sales of unauthorized spaces	-Strong land ownership awareness	-Weak enforcement of land use regulations	- Existence of Land Use and Spatial Planning Act, Act 925	-Urbanization pressure
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		<ul style="list-style-type: none"> <li>- Existence of planning schemes</li> <li>- Existence of Assembly by-laws</li> </ul>	<ul style="list-style-type: none"> <li>- Limited public education</li> </ul>	<ul style="list-style-type: none"> <li>-Existence of Lands Commission</li> <li>-Public awareness campaigns</li> </ul>	-Political interference
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Conclusion: To solve this ,there can be a strengthen the Municipal Lands Commission with digital tools

14.	High rate of encroachment on wetlands	<ul style="list-style-type: none"> <li>- Existence of Assembly by-laws</li> <li>-Existence of building and inspectorate team</li> </ul>	<ul style="list-style-type: none"> <li>-Weak enforcement of by-laws</li> <li>-Inadequate monitoring of wetlands</li> <li>- Limited wetland demarcation</li> <li>-Limited public education</li> </ul>	<ul style="list-style-type: none"> <li>- Partnership with NGO's for wetland restoration</li> <li>-Conversion of wetlands into protected parks with guided tours</li> <li>EPA Act 490(1994)</li> </ul>	<ul style="list-style-type: none"> <li>-Rapid urbanization</li> <li>-Weak public compliance</li> </ul>
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Conclusion: The Assembly through the responsible institutions (physical planning,NADMO,Works) should ensure strict adherence to planning schemes, increase education in building regulation on wetlands and enforce ramsar convention provisions on wetland protection

15.	Poor drainage system	<ul style="list-style-type: none"> <li>- Existence of the Physical Planning and Works Departments</li> <li>- Existing drainage infrastructure can be rehabilitated</li> </ul>	<ul style="list-style-type: none"> <li>-Inadequate budgetary allocation</li> <li>-Undersized drainage systems in some communities</li> <li>- Poor maintenance of existing drains</li> <li>-Encroachment which limits space for expansion</li> </ul>	<ul style="list-style-type: none"> <li>- Government initiative (eg. Ghana Urban Management Pilot Project) in support of drainage improvement</li> <li>-Potential partnership with donor and NGOs for project support</li> <li>-Availability of climate adaptation funding</li> </ul>	<ul style="list-style-type: none"> <li>-Political delays can stall project and limit long-term planning</li> <li>-Rapid urbanization burden existing drainage systems</li> </ul>
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Conclusion: To solve this, organize community drainage clean-up campaigns and implement flood-resilient urban design can help curb poor drainage system

16.	Inadequate spatial planning	-Existence of the Physical Planning Department	-Inadequate technical capacity and funding	- Existence of Land Use and Spatial Planning Act 2016,(Act 925)	- Uncontrolled urban sprawl
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		<ul style="list-style-type: none"> <li>-Existence of Spatial Planning Committee</li> <li>-Availability of planning schemes (layout) for selected communities</li> </ul>	<ul style="list-style-type: none"> <li>- Limited public education on planning regulation</li> <li>-Lack of planning schemes in some areas</li> </ul>	<ul style="list-style-type: none"> <li>- Public-private partnerships for spatial planning</li> <li>-Availability of climate and infrastructure grants for sustainable urban development</li> </ul>	<ul style="list-style-type: none"> <li>-Inadequate Government funding for spatial planning activities</li> <li>-Weak policy implementation of Land Use and Spatial Planning Act(Act 925)</li> </ul>
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Conclusion: The Assembly together with other institutions responsible can collaborate to reform or upgrade local plans. Public education can also help solve inadequate spatial planning.

17.	Poor condition of road surface	<ul style="list-style-type: none"> <li>- Existing road network</li> <li>- Existence of Urban Roads and Works Department</li> <li>-Availability of District Road Improvement</li> </ul>	<ul style="list-style-type: none"> <li>-Limited funding for road infrastructure</li> <li>- Lapses in monitoring during road construction and resurfacing</li> </ul>	<ul style="list-style-type: none"> <li>-Government initiative (eg. Ghana Urban Management Pilot Project) in support of road improvement</li> <li>-Availability of Ghana Infrastructure Investment Fund for road infrastructure</li> <li>-Public-Private Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>- Rapid urbanization leads to increases road use without corresponding investment in infrastructure expansion</li> <li>-Inflation causing the rise in material</li> </ul>
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		Program equipments (DRIP)		to improve road infrastructure  -Donor and development partner support (eg. GIZ, World Bank) for road infrastructure projects.	costs
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Conclusion: To solve the problem of poor condition of road, effective monitoring mechanism on the part of the urban roads department can help solve the menace

18.	Inadequate infrastructure market	-Availability of land  -Existence of Works Department	-Bureaucracy in land acquisition  -Encroachment of land for market expansion  -Limited budgetary allocation	- Public- Private Partnership for the construction of modern markets  - Government's market modernization program -	- Rapid urbanization  -Economic instability  -Political interference
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Conclusion: The Assembly can utilize underused spaces for temporary markets and construct more infrastructure for markets if proposals are sent to the right bodies

19.	Increased rate of unemployment	<ul style="list-style-type: none"> <li>-Availability of youth workforce with potential for skill development</li> <li>-Existence of Youth Employment Agency</li> <li>-Existence of informal sectors within the Municipality</li> </ul>	<ul style="list-style-type: none"> <li>-Limited financial support for SMEs</li> <li>-Limited presence of industries to absorb excess labour</li> <li>-Inadequate start-up capital for businesses</li> </ul>	<ul style="list-style-type: none"> <li>-Existence of youth entrepreneurship and skill development program (eg. -- National Entrepreneurship and Innovation Programs, Youstart Initiative)</li> <li>-Public-Private Partnership for youth employment programs, job fairs</li> <li>-Public-Private Partnership for industrialization</li> </ul>	<ul style="list-style-type: none"> <li>-Overdependence on formal center</li> <li>-Population growth and urban immigration</li> <li>-Policy and political instability disrupt long term job creation plans</li> <li>-Global economic pressures (eg. fuel prices, pandemics) reduces job creation opportunities</li> </ul>
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Conclusion: with the existence of BAC, expansion for vocational training programs in high-demand skills (construction, IT, agribusiness Youstart) can be conducted for the youth. The Assembly can strengthen partnerships with local industries for job placements

201.	Limited access to entrepreneurship training for the youth	<ul style="list-style-type: none"> <li>- Existence of BAC</li> <li>- Existence of</li> </ul>	<ul style="list-style-type: none"> <li>-Limited training centers to offer practical entrepreneurship</li> </ul>	<ul style="list-style-type: none"> <li>- Existence of youth entrepreneurship and skills development program (eg. National Entrepreneurship</li> </ul>	<ul style="list-style-type: none"> <li>-Limited access to national programs (eg. GEA)</li> </ul>
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		<p>vocational institutions for collaboration on training program</p> <p>- Existence of SMEs Business Acceleration Program</p>	<p>program</p> <p>-Inadequate funding for entrepreneurship training programs</p>	<p>and Innovation Programs, GEA)</p> <p>-Availability of online learning platforms (eg. google, digital skills, courser)</p> <p>-Support from development partners (eg. GIZ, Mastercard Foundation)</p> <p>-Public Private Partnerships on entrepreneurship program</p>	<p>- Education system gaps thus entrepreneurship education is still not fully practical</p> <p>-Technology and infrastructure gap</p> <p>- Donor dependence and inconsistency leading to project drop-offs and lack of continuity</p>
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Conclusion: Partnership with National Entrepreneurship and Innovation Program (NEIP) for trainer certification and establishment mentor networks with local entrepreneurs can help curb the limited access to entrepreneurship training for the youth

21.	Inadequate household toilet facilities	<p>-Existence of sanitation by-laws to promote toilet construction</p>	<p>- Inadequate enforcement of by-laws</p>	<p>-Availability of Government support programs (eg. Household Toilet Subsidy Programs)</p>	<p>-Delays or inconsistencies in national programs limit access to financial support</p>
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		<ul style="list-style-type: none"> <li>-Existence of Environmental Health Unit</li> <li>-Existence of toilet infrastructure that can be upgraded into improved toilet facility</li> </ul>	<ul style="list-style-type: none"> <li>-Weak integration of sanitation infrastructure into urban planning</li> <li>-Low sensitization on household toilet facilities</li> </ul>	<ul style="list-style-type: none"> <li>-Availability of development partner funding (eg. World Bank)</li> </ul>	<ul style="list-style-type: none"> <li>-High cost of building materials due to inflation</li> <li>-</li> </ul>
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Conclusion: With the existence of Environmental Health Unit, they can enforce sanitation bylaws with community monitors

22.	Fencing of schools	<ul style="list-style-type: none"> <li>- Existence Works Department</li> <li>- Existing construction capacity in municipality</li> </ul>	<ul style="list-style-type: none"> <li>-Limited municipal budget for fencing</li> <li>- Some school boundaries unclear</li> </ul>	<ul style="list-style-type: none"> <li>Ghana Education Trust Fund (GETFund) allocations</li> <li>- Government focus improving educational infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Land disputes with adjacent properties</li> <li>- Delayed contractor payments</li> </ul>
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Conclusion: The municipality has the technical capacity to undertake school fencing projects, but limited funding and land boundary disputes slow implementation. In leveraging GETFund support and government infrastructure programs can help improve school safety if financial and land issues are addressed.

23.	Flooding	-Existence of NADMO - Existing drainage infrastructure can be rehabilitated -Strong community awareness of flood risks	-Poor drainage design and clogged systems - Unplanned settlements in floodplains - No early warning mechanisms	-Partner with KNUST for flood modeling -Climate adaptation funding (e.g., Green Climate Fund)	- Increased extreme rainfall events - Health risks (waterborne diseases) - Economic losses from property damage
<p>Conclusion: Flooding remains a major challenge due to poor drainage and unplanned settlements. By strengthening drainage systems, adopting flood modeling and climate adaptation funding, and improving early warning systems will reduce risks and associated health and economic impacts.</p>					
24.	Inadequate streetlight	Existing electricity grid - Potential for solar alternatives - High community demand for improved safety	Frequent vandalism/theft of fixtures - High energy costs for conventional lights - Uneven coverage (urban vs. rural)	- Government's "Light Up Ghana" initiative - Smart lighting technologies (motion sensors) - PPP models for installation/maintenance	-Rising electricity tariffs - Safety risks in unlit areas
<p>Conclusion: Although the municipality has an electricity grid and demand for lighting, high costs and vandalism hinder expansion. Exploring solar and smart lighting solutions with PPP support can improve coverage and enhance community safety.</p>					
25.	Inadequate durbar grounds	-Community partnership with schools, churches,	-No utilities	- Potential Government partnership with NGO's and international partners (eg.	-Encroachment for other uses

		mosques and civil groups for labour and funds  -Available open spaces for development	-Insufficient funding for development	World Bank)  -Tourism potential for cultural events  -Public –Private Partnership with local business	- Conflicts over venue management
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Conclusion: There are strong community support and available space for development, lack of funding and utilities limits the use of durbar grounds. Partnerships with government, NGOs, and private sector actors can help develop and manage these spaces effectively for cultural and social events.

26.	Inadequate security	- Existing police stations and community watch groups - High public awareness of security needs - Potential for technology integration (e.g., CCTV)	- Understaffed police force  - Poor street lighting in high-risk areas  -Limited emergency response capacity	- Government's "Safe Cities" initiative  - Private security partnerships  - Smart policing technologies	-Cross-border criminal activities  -Inadequate logistics for security personnel
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Conclusion: Security challenges stem from understaffed police units, poor logistics, and inadequate lighting. In strengthening collaboration between security agencies, community groups, and technology-based surveillance systems can improve safety and crime prevention.

27.	Deterioration of footbridge	- Existing bridge foundations for some locations	-Internally Generated Funds (IGF)	Government's "Bridges for All" program	-Flooding  - Liability risks from
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		- Strong community demand for safe crossings	- Structural deterioration of aging bridges  -Poor accessibility for disabled persons  -Lack of routine maintenance	-Central Government Transfer (DACF)  Potential Government partnership with NGO's and international partners (e.g. World Bank)	collapses
<p>Conclusion: Aging infrastructure and lack of maintenance threaten pedestrian safety. In utilizing government infrastructure programs, DACF funding, and partnerships with development agencies can support rehabilitation and ensure safer crossings.</p>					
28.	Presence of stray animals	- Existing veterinary services (can be expanded)  -Existence of Environmental Health Unit	Limited shelter facilities  - Poor pet ownership tracking	-Government's rabies eradication program  - Pet licensing revenue potential	-Traffic accidents involving animals  - Disease transmission (rabies, leptospirosis)
<p>Conclusion: Stray animals pose risks of accidents and disease transmission due to weak animal control systems. Strengthening veterinary services, pet licensing, and enforcement of animal control measures will help reduce these risks.</p>					
29.	Inadequate school furniture	- High local carpentry capacity  -Existence of Works	Broken/dilapidated furniture  Unequal Distribution	Ghana Education Trust Fund (GETFund) allocations  - Government's Free SHS	Delay in the release of funds  -High cost of

		Department and GES		policy prioritizes education - CSR programs (e.g., adopt-a-school)	materials
<p>Conclusion: Despite strong local carpentry capacity and support from education institutions, delays in funding and rising material costs affect furniture supply. By mobilizing GETFund support and corporate social responsibility programs can help address shortages.</p>					
30.	Low participation of stakeholders	Existing community structures (PTAs, chiefs, etc.)  - Digital tools (social media, SMS) for outreach	- Poor communication of opportunities  - Meetings scheduled at inconvenient times  - Perceived lack of impact from participation	-Growing youth activism  - Corporate CSR partnerships for civic programs	- Dominance by elite groups  - Resource constraints limiting outreach  -Cynicism about government processes
<p>Conclusion: Community structures exist but participation is limited by poor communication and low trust in government processes. In improving engagement strategies, scheduling, and digital outreach it can aid in increasing stakeholder involvement in local development.</p>					
31	Low agricultural produce	-Existence of Agric. Department  -Existence of indigenous farming practices  -Available labour	-Overreliance of outdated farming techniques  -Poor soil health  -Lack of capital and access to credit for	-Government subsidy programs (eg PFJ, Feed Ghana)  - Partner with CSIR for quality seedlings	-Climate change impacts  -Pest and disease outbreak

		force	improved farm inputs		
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Conclusion: Agricultural productivity is constrained by outdated farming methods, poor soil health, and limited access to finance. By promoting modern farming practices, improved seedlings, and government subsidy programs can enhance production.

32	Lack of agricultural markets	<ul style="list-style-type: none"> <li>-Availability of existing market infrastructure</li> <li>- Existence of farmer cooperatives</li> <li>-Availability of land for</li> </ul>	<ul style="list-style-type: none"> <li>-Low patronage by indigenes as they prefer moving to CBD to do business</li> <li>-High post-harvest losses</li> <li>-Low and unstable income</li> </ul>	<ul style="list-style-type: none"> <li>- Potential partnership with donor and NGOs for project support</li> <li>.</li> <li>-Existence of small scale processing units to create market for raw produce..</li> </ul>	<ul style="list-style-type: none"> <li>- Policy and political instability disrupt project implementation</li> <li>-Delay in release of funds</li> </ul>
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Conclusion: Although market infrastructure and cooperatives exist, low patronage and post-harvest losses affect farmers' income. Strengthening **market access, processing facilities, and partnerships with NGOs and donors** can improve agricultural trade and farmer livelihoods.



Fencing of school	-	-	-	-	1 (2)	1 (1)	3	28 <sup>th</sup>
Construction of health facilities	-	1 (5)	1 (4)	1 (3)	-	-	12	11 <sup>th</sup>
Provision of farm inputs	-	-	-	-	1 (2)	-	2	30 <sup>th</sup>
Construction of agricultural markets	-	1 (5)	-	-	-	-	5	22 <sup>nd</sup>
Provision of technical support to farmers to boost productivity	-	-	1 (4)	-	1 (2)	-	6	19 <sup>th</sup>
Provision of credit facilities for SME's	-	1 (5)	-	-	-	-	5	23 <sup>rd</sup>
Increase access to agricultural lands	1 (6)	-	-	-	-	-	6	20 <sup>th</sup>

Provision of skip pad/skip containers	4 (24)	1 (5)	-	1 (3)	1 (2)	1 (1)	35	2 <sup>nd</sup>
Desilting of choked gutters	1 (6)	-	-	3 (9)	-	-	15	10 <sup>th</sup>
Construction of drainage system	3 (18)	-	3 (12)	2 (6)	-	-	36	1 <sup>st</sup>
Dredging of water ways	1 (6)	2 (10)	2 (8)	-	-	-	24	4 <sup>th</sup>
Provision of street light	-	2 (10)	2 (8)	-	-	-	18	7 <sup>th</sup>
Construction of market	-	-	1 (4)	-	-	-	4	24 <sup>th</sup>
Construction of durbar grounds	-	-	-	-	-	1 (1)	1	31 <sup>st</sup>

Construction of police station	1 (6)	1 (5)	-	-	-	-	11	14 <sup>th</sup>
Regulation of unauthorized development	-	-	-	-	-	1 (1)	1	32 <sup>nd</sup>
Construction of footbridge	-	-	1 (4)	-	-	-	4	25 <sup>th</sup>
Provision of resources for disaster management	1 (6)	1 (5)	2 (8)	1 (3)	-	-	22	5 <sup>th</sup>
Enforcement of by-laws on usage of wetlands	1 (6)	-	-	-	-	-	6	18 <sup>th</sup>
Rehabilitation of road networks	1 (6)	-	-	1 (3)	1 (2)	-	11	13 <sup>th</sup>
Construction of pen for stray animals	-	-	-	-	1 (2)	-	2	29 <sup>th</sup>

Provision of lorry station	-	-	-	-	-	1 (1)	1	33 <sup>rd</sup>
Provision of bus terminal	-	-	-	1 (3)	-	1 (1)	4	26 <sup>th</sup>
Provision of police post	-	3 (15)	2 (8)	1 (3)	1 (2)	-	28	3 <sup>rd</sup>
Involvement of Unit Committee members in development activities	-	-	-	-	-	1 (1)	1	34 <sup>th</sup>
Expansion of coverage of social protection program for vulnerable groups	-	-	-	1 (3)	-	-	3	27 <sup>th</sup>
Improve sanitation	-	1 (5)	1 (4)	-	-	1 (1)	10	16 <sup>th</sup>
Access to entrepreneurship	2	-	-	-	-	-	12	12 <sup>th</sup>

training for the youth	(12)							
Develop tourist site	1 (6)	-	1 (4)	-	-	-	10	15 <sup>th</sup>
Creation of job opportunities	1 (6)	2 (10)	-	-	1 (2)	-	18	6 <sup>th</sup>
Construction of household toilet facilities	-	1 (5)	2 (8)	-	-	2 (2)	15	9 <sup>th</sup>
Improve spatial planning	-	1 (5)				1 (1)	6	17 <sup>th</sup>

**Annex 4: Annual Action Plan 2026**

OBJECTIVE															
PROGRAMME															
NO.	PROJECT	LOCATIO N	TIME FRAME				COST				PROJECT STATUS		Implementing Agency/Department		
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	NEW	ONGOI NG	Lead	Collab oratin g	
OBJECTIVE: To enhance transparency and accountability in governance.															
PROGRAMME: Governance & Public Accountability															
	Organization of National Celebration	Oforikrom						70,000.00		30,000.00				MA	Central gov't, Ministries

Organize fee-fixing Resolution, Stakeholders' engagement on Public Financial Management and gazetting of fee fixing (2025)	Oforikrom						35,000.00				Budget C'ttee, Central Adm.	Ass. Mem., Private sector
Conduct Planning and Budgeting activities	Oforikrom						55,000.00				Planning Unit, Budget Unit	Central Adm
Monitor Assembly Projects	Municipal wide					200,000.00					Planning Unit, Budget Unit	Central Adm
Prepare composite budget and revenue improvement action plan	Municipal wide					30,000.00	20,000.00				Budget C'ttee, Central Adm.	Ass. Mem., Private sector
Support sub-structures and community-initiated	Municipal wide					119,561.95	90,000.00				Central Admin.	MA

	projects												
	Undertake Audit Activities of M.A	Oforikrom					30,000.00	60,000.00				Internal Audit Unit	Audit Service
	Organize training for nutritional package for school feeding caters and food vendors	Municipal wide						10,000.00				Co-ord, GSFP	GES
	Organize MCE courtesy tour/ Community Engagement	Municipal wide					40,000.00	80,000.00				Central Admin.	MA
	Monitor and undertake the Ghana School Feeding Program (GSFP)	Selected Schools						5,000.00				Co-ord, GSFP	GES
	Celebration of international Women's Day	Mancell College						9,000.00				Gender Desk officer	MA
	Conduct HIV/AIDS M&E Activities	Municipal Wide							300,000.00			HIV/AIDS Focal	GHS, GES



<b>Total</b>							<b>150,000.00</b>	<b>140,000.00</b>					
OBJECTIVE: To increase crop yields by 60% within four years													
PROGRAMME: Feed Ghana program & Local Economic Development (LED)													
	Conduct monitoring and evaluation of all Agric. Programs and project	Entire Municipal				3,000.00		3,000.00				MDA	Dep t. of Agric., Of MA
	Training of vegetable farmers on preservation, grading, packaging and labelling as an income generating activity (LED)	Municipal wide						4,000.00				Extension	Dep t. of Agric., Of MA
	Training of farmers on Good Agricultural	Municipal wide						3,000.00				Extension,	Of MA, Dep

	Practices (GAP) to increase their yield and improve their livelihood												t. of Agric.
	Office running and administration (internet connectivity, stationaries, electricity, water and toiletries)	Bomso				2,500.00		4,800.00				MDA	Dep t. of Agric., Of MA
	Organize management and technical meetings	Bomso				6,000.00						MDA	Dep t. of Agric.
	Anti-rabies vaccination and sensitization of dogs and cats in the Municipal	Municipal wide						2,500.00				VET	Dep t. of Agric
	Vehicle (insurance, road worthy, fuel and maintenance)	Bomso				20,000.00		20,000.00				MDA	Of MA, Dep t. of Agri



	Celebration of Farmer's Day	Municipal wide						100,000.00	50,000.00				Dept. of Agric.	MA
<b>Total</b>							<b>32,500.00</b>	<b>100,000.00</b>	<b>58,800.00</b>					
OBJECTIVE: To enhance transparency and accountability in governance														
PROGRAMME: Revenue Mobilisation														
	Train Revenue Collectors	MA						19,000.00	16,000.00				Finance/Budget	Revenue collectors
	Preparation of Annual Accounts	MA							20,000.00				Finance	MA
	Support GIFMIS Implementation	MA							20,000.00				Finance	Budget
	Support For Revenue Generation/Preparation of Revenue	MA							25,000.00				Finance	Budget

Improvement Action Plan (RIAP)														
<b>Total</b>							<b>19,000.00</b>	<b>81,000.00</b>						
<p>OBJECTIVE: To reduce indiscriminate waste dumping by 75% by the end of 2028</p> <p>To increase Community awareness on Environmental pollution by 80% the end of 2029</p>														
PROGRAMME: Environment & Sanitation Enhancement Program														
Sensitize communities on good Environmental sanitation Practices	Municipal wide							8,000.00					EHU	Ass emb ly me mbe rs and othe r stak ehol ders
Organize hygiene education in schools and communities	Municipal wide							8,000.00					EHU	G.E. S

Support fumigation and sanitation activities	Municipal wide						420,000.00.00					EHU	Zoo mlion wast e Man age men t Ltd
Procure two tricycle to improve solid waste collection	Bomso						100,000.00					EHU	Ad min strat ion
Evacuation of refuse dumps.	Bomso						200,000.00					EHU	Wor ks Dep artm ent.
Premises inspection of ,Domiciliary,hospit	Municipal wide						15,000.00	5,000.00				EHU	

	ality,Heathcare,hos tels,hotels,schools and sanitary sites													
	Construction of skip pad	Anwomaso, Deduako, Anloga East					640,000.00						EHU	Wor ks  Dep artm ent
	Monitor and supervise solid and liquate waste management, landfill site and disposal	Municipal wide					100,000.00						EHU	Zoo mlio n wast e man age men t Ltd
	Support pauper burial	Municipal wide						20,000.00					EHU	Gha na poli ce serv ice

Educate the public on noise control and pollution	Municipal wide							4,000.00				EHU	EPA
Weeding the principal streets(median),public places and collect weeds within the municipality	Municipal wide						180,000.00	50,000.00				EHU	Administration
Organize monthly clean-up exercise and routine sweeping of public places	Municipal wide						200,000.00	50,000.00				EHU	Administration
Sensitize and screen school feeding caterers, food vendors on nutrition packages.	Municipal wide							10,000.00				EHU	Laboratory technicians
Sensitize community members on the	Municipal wide						5,000.00	30,000.00				EHU	Assembly

benefits of household toilets facilities												me mbers and opin ion lead ers
Procurement of sanitary materials, chemicals, and consumables	Municipal wide						70,000.00				EHU	Ad mini strat ion
Enforce the law and undertake prosecution	Municipal wide						12,000.00				EHU	Judi ciar y serv ice, Gha na poli ce serv ice
Sensitize community members on air pollution and	Municipal wide						13,000.00				EHU	EPA

	climate change													
	Train 2 environmental health officers on prosecution	Municipal wide						10,000.00					EHU	Judiciary services
	Dredge streams and choked drains	Municipal wide					220,000.00						EHU	Work Dept.
	Train and equip 4 environmental health officers on IT and data collection on sanitation activities	Municipal wide						10,000.00					EHU	Human resource Dept.
<b>Total</b>								<b>2,080,000.00</b>	<b>292,000.</b>					

OBJECTIVE: To enhance transparency and accountability in governance.

PROGRAMME: Governance & Public Accountability

Embark on Public Sensitisation/Education exercises on Assembly Programmes and activities.	Municipal Wide						15,000.00	-			Information Services Department	MA
Embark on Public Sensitization and Public Awareness on the Right to Information Act.	Municipal Wide						15,000.00				Information Services Department	MA
Compile an up-to-date information manual for the Assembly	Office of the Assembly						10,000.00				Information Services Department	MA
Undertake media Coverage on assembly programmes	Municipal Wide						1,500.00				Information Services Department	MA
Produce tailor made jingles on the activities/programmes of the assembly to be	Municipal Wide						20,000.00				Information Services Department	MA

	aired information centres	on												
<b>Total</b>									<b>51,500.00</b>					
OBJECTIVE: To increase the number of classroom blocks by 50% by the end of 2029 and improve the quality and safety of existing school infrastructure by the end of 2029														
PROGRAMME: Basic Education Infrastructure and Support														
	Organize My First Day at School	Municipal Wide						50,000.00						
	Undertake Guidance & Counseling activities	Municipal Wide							10,000.00					
	Conduct Mock Examination	Municipal Wide						50,000.00						
	Organize Best Teacher Award	Municipal Wide						50,000.00						

	Organize Spam	Municipal Wide							30,000.00			GES	MA
	Organize STME Programme	Municipal Wide						40,000.00	30,000.00			GES	MA
	Orientation & Induction of Newly Trained Teachers	Municipal Wide							8,000.00			GES	MA
	Renovation of Classroom Block	Obeng Faith Prim						200,000.00				GES	MA
	Provision of Furniture	Municipal Wide						150,000.00				GES	MA
	Construction of 12-Seater Toilet Facility	Oforikrom School 'A'							350,000.00			GES	MA
	Construction of 3-Unit Classroom	Emena Basic						350,000.00				GES	MA

	Block												
<b>Total</b>							<b>150,000.00</b>	<b>750,000.00</b>	<b>418,000.00</b>				
OBJECTIVE: To enhance transparency and accountability in governance													
PROGRAMME: Civic Education Program													
	Education on District Level Elections	Churches, Mosque, Info. Centre and Identifiable Groups, Schools, Communities						2,000.00	6,000.00			NCCE	-
	Education on Environmental Governance (Sanitation)	Schools, churches and Communities & Info. Centres							3,500.00			NCCE	Environmental & Sanitation
	Education on Peaceful	Communities, Churches,							3,000.00			NCCE	-

	Coexistence and National Cohesion	Mosque and Identifiable Groups											
	Constitution Week Celebration	Identifiable Groups, Churches, Mosque, Info. Centres							2500			NCCE	-
	Citizenship Week Celebration	Basic Schools							2000			NCCE	-
	Education on NACAP	Communities, Identifiable Groups, Info Centres							2500			NCCE	NACAP Committee of the Assembly and CHRAJ
	Tax Education	Communities, Identifiable							3500			NCCE	District

		Groups, Info Centres											Ass embly
	Education on Duties of District Assembly	Communities , Identifiable Groups, Info Centres, Mkt							3500			NCCE	Dist rict Ass embly
	Education on Political Tolerance	Communities , Identifiable Groups, Info Centres, Mkt							3000			NCCE	-
	Education on Environmental Protection	Communities , Identifiable Groups, Info Centres							2500			NCCE	Envi ron mental and Sani tatio n Dep artm ent &N AD MO

<b>Sub-Total</b>								<b>2,000.00</b>	<b>26,000.00</b>			
OBJECTIVE: To enhance transparency and accountability in governance												
PROGRAMME: Birth& Death Registration and awareness campaign												
	Organize forums and Educate communities on the need of birth and death registration on communities	Municipal wide						8,000.00				B&D ISD
<b>Sub-Total</b>								<b>8,000</b>				
OBJECTIVE: To repair 80% deteriorated roads by the end of 2029												
PROGRAMME: Road Infrastructure Development Program												
	Reshaping of selected roads within the municipality.	Municipal wide						300,000.00				DUR

	Gravelling of 1km road at selected areas	Municipal wide					250,000.00					DUR	
	Construction of 2/1.2 culvert and a storm drain at Emena Hospital	Municipal wide					500,000.00					DUR	
	Roadline Markings and Guardrails installation on selected roads	Municipal wide						100,000.00				DUR	
	Construction of 100m "U" Drain at Anwomaso	Ayigya-Aketego, Anwomaso, Kentinkrono, Aprade,					250,000.00					DUR	
<b>Sub-Total</b>							<b>1,300,000.00</b>	<b>100,000.00</b>					
OBJECTIVE: To strengthen national disaster resilience and response capacity.													
PROGRAMME: Disaster Preparedness & Climate change Resilience program													

	Education And Sensitisation (Fire, Flood & Climate Change)	OFFICE OF THE ASSEMBLY							7,500				NADMO	MUNICIPAL ASSEMBLY
	Capacity Training (Workshops, Seminars, Training And Drills)	OFFICE OF THE ASSEMBLY							5,000				STAKEHOLDERS	NADMO STAFF
	Disaster Assessment, Monitoring & Evaluation	OFFICE OF THE ASSEMBLY							3,000				NADMO	PHYSICAL PLANNING, WORKS DEPT. GHAN



	Dredging of Waterways	Anloga East						300,000.00				NADMO	WORKS DEPT
<b>Sub-Total</b>								<b>150,000.00</b>	<b>315,500.00</b>				
OBJECTIVE: To develop adequate, safe, and well-structured lorry stations and terminals by the end of 2029													
PROGRAMME:													
	Organize two Road Safety Sensitization	Oforikrom Municipal						10,000.00				Transport Dept	
	Collecting and Updating Data on Transport Network	Municipal Wide						7,000.00				Transport Dept	
	Printing and issuance commercial vehicle stickers	Municipal Wide						2,000.00				Transport Dept	

	Organize at least one transport terminal inspection	Municipal Wide						3,500.00					Transport Dept	
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<b>Sub-Total</b>								<b>22,500.00</b>						
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OBJECTIVE: Strengthen participatory governance and citizen engagement

PROGRAMME: Data Collection

	Monthly Market Reading	MA						5,000.00					Statistics	GSS
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	Updating of Administrative Date	Municipal Wide					10,000.00	20,000.00					Statistics	GSS
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<b>Sub-Total</b>							<b>10,000.00</b>		<b>25,000.00</b>					
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OBJECTIVE: to improve staff performance by 100%

PROGRAMME: Staff Capacity Building

	Monitoring of HR activities	MA					20,000.00					HR Department	All Departments/Units
	Organise staff Durbar for all staff	MA					40,000.00					HR Department	All Departments/Units
	Build the capacity of all staff	Bannis Villa					80,000.00		35,000.00			HR Department	All Departments/Units
	Health Walk and Talk	MA					60,000.00					HR Department	All Departments/Units

	Train or sponsor Capacity Development of staff	Bannis Villa					95,000.00					HR Department	All Departments/Units
	Recognise and reward the best worker in the Assembly	MA					20,000.00					HR Department	All Departments/Units
<b>Sub-Total</b>							<b>315,000.00</b>	<b>35,000.00</b>					
Objective: To improve spatial development by the end of 2029													
Program: Land use planning and management													
	Revision of planning schemes	MA					65,000.00	30,000.00				PPD	Traditional Authorities, Survey

												Dep t, Fina nce, MA	
	Preparation of structure plan for Oforikrom	MA					80,000.00					PPD	Surv ey Dep t, LUS PA,  RC C, Fina nce, MA
	Installation of street poles in the municipality	MA					100,000.00					PPD	Proc ure men t, Fina nce, Bud get Unit

	Conduct activities	spatial	MA						80,000.0	20,000.00				PPD	MA	
<b>Sub-Total</b>									<b>325,000.00</b>	<b>50,000.00</b>						
OBJECTIVE: to boost tourism potential and To develop 3 key tourist sites by 2029																
PROGRAMME: Tourism development program																
	Celebration of Ghana Month	of	Municipal Wide							5,000.00				Cultural Office	All staff	
	Students Engagement Culture	on	Municipal Wide							4,000.00				Cultural Office	Centre for National Culture, Ksi.	
	Courtesy Call on traditional Chiefs		Municipal Wide							20,000.00				Administration	Cultural Office	

<b>Sub-Total</b>							29,000.00					
OBJECTIVE: Promote entrepreneurship and small business development												
PROGRAMME: Youth empowerment and skilled development & Local Economic Development(LED)												
	SME Innovation & Inclusion Program – Digitalize for Jobs (D4J)	Municipal wide					50,000.00	10,000				Business Advisory Centre Soci al Wel fare
	Business in the box BIXBOX	Municipal wide					50,000.00	10,000.00				Business Advisory Centre MA
<b>Sub-Total</b>							<b>100,000.00</b>	<b>20,000.00</b>				
OBJECTIVE: To <b>increase enrollment and participation of at least 70% of identified vulnerable groups</b> on social protection programs within 12 months.												
PROGRAMME: Social Protection & vulnerability program & Gender Empowerment & mainstreaming												
	Support registered PWDs/ Organizations through DFMC activities.	MA					<b>5,000.00</b>	4,000.00				SWCD DF MC/ GF DO- Of MA

	Monitor activities, renew certificates of existing DCCs/NPOs/RHCs and process new ones for registration	MA					3,000.00			2,000.00				DC Cs/ NP Os/ RH Cs Ope rator s/Re gion al DS W/ DC D
	Link identified vulnerable persons/groups (e.g. Indigent package with NHIA)	MA					2,000.00	2,000.00	500.00					NHI A/S TAT ISTI C/A SSE MB LY ME MB

													ERS
	Organize capacity/skill training workshop for DCC/NGO operators and PWDs.	MA					27,000.00	10,000.00					PROPRIETORS OF DCC/GFD OLEADERS
	Supervise and monitor payment of cash grant to LEAP household beneficiaries.	MA						1,000.00	2,000.00				LM S/L FP
	Provide hospital welfare services for in-patients.	MA					1,000.00	2,000.00					MH D/F ACILITY

													OWNERS
	Provide probation services for children in conflict and in contact with the law.	MA					4,000.00	1,000.00					DOVV SU/GPS/JS
	Train stakeholders in case management & referrals.	MA						5,000.00	20,000.00				UNICEF/SOCIAL SERVICES SECTOR PLAYERS.
	Record and manage reported	MA						4,000.00	10,500.00				UNICEF

	Child & Family Welfare cases.								0				/SOCIAL SERVICES SECTOR PLAYERS.
	Sensitize 22 communities & organized groups/Churches/mosques on topical/child & family welfare issues.	MA				10,000	20,000.00	1,000.00					ASSEMBLERS, GROUP/RELIGIOUS LEADERS
	Teach women's groups/caregivers	MA					1,000.00	2,500.00					WOMEN

	on child care & entrepreneurial skills												N'S GR OU PS/ CA RE GIV ERS
	Sensitize and support adolescents in selected schools on International Menstrual Hygiene Day.	MA					4,300.00	2,000.00					ME D/S CH OO L HE AD S
	Conduct survey and profile 21 communities for community development.	MA					53,400.00	10,000.00					ASS EM. ME MB ERS & CO MM LE AD ERS

													HIP STA TS DEP T.
	Identify, collect and update data on all groups.	MA						2,000.00					ASS EM. ME MB ERS & CO MM LE AD ERS HIP STA TS DEP T.
	Collaborate with & provide technical support to development	MA						500.00					NP Os, CB O's,



sessions at all the zones throughout the year.	Wide						500.00				Unit	al Director
Conduct operational research on immunization coverage.	Municipal Wide						4,000.00				Disease Control Unit	MA
Organize periodic reviews and holistic assessment of health indicators and track performance to carve out ways for improvement.	Municipal Wide						13,000.00	1,000			Disease Control Unit	Municipal Director
Community screening to detect cases of hypertension, diabetes, breast, cervical cancers and other NCDs	Municipal Wide						5,000.00	5,000.00			Municipal NCDs Committee	Municipal Director
Upgrade Anloga CHPS Compound to Oforikrom	Municipal Wide						390,000.00				Municipal Health	Municipal

	Health Centre and furnish the facility with the required logistics							18,000.00				Director	Assembly
	Conduct community awareness and sensitization on malaria prevention interventions.	Municipal Wide					2,000.00		8000.00			Municipal Malaria Focal Person	Municipal Director
	Conduct facility level data validation and supportive visits on malaria interventions	Municipal Wide					1,000.00		5000.00			Municipal Malaria Focal Person	Municipal Director
	Conduct periodic refresher training on malaria case management.	Municipal Wide					2,000.00		8,000.00			Municipal Malaria Focal Person	Municipal Director
	Build staff capacity in FP services and increase public	Municipal Wide				30,000.00						Municipal Public Health	Municipal Director

	health awareness in FP.												Nurse	ctor
	Strengthen referral system within the Municipality among health facilities.	Municipal Wide					10,000.00						Municipal Public Health Nurse	Municipal Director
	Conduct refresher training for midwives on safe motherhood protocols in the Municipality.	Municipal Wide					10,000.00						Municipal Public Health Nurse	Municipal Director
	Construction of health facilities	Aprade						350,000.00					Works Department	MA
<b>Sub-Total</b>							<b>50,000.00</b>	<b>862,500.00</b>	<b>25,500.00</b>	<b>21,000.00</b>				
OBJECTIVE: To increase the number of health facilities by 50% within the next 4 years														
PROGRAMME: HIV/AIDS Response Program														

Organise 4 MAC meetings	MA					8,550						HIV focal person	MH D
Organise 4 MRMT meetings	MA					8,550						HIV focal person	MH D
Monitor activities of 8 hospitals on PMTCT, HTC and ART Site	Municipal Wide					4,000						HIV focal person	MH D
Sensitization of 4 SHS on HIV related topics	Municipal Wide					4,000						HIV focal person	MA
Monitor 2 schools on HIV school alert Programs	Municipal Wide					2,000						HIV focal person	MH D
Organise world AIDS day celebration	MA					10,000						HIV focal person	MA
Organise 3 radio programs to educate general public on PMTCT	Municipal Wide					3,000						HIV focal person	MH D

	and stigma													
<b>Total</b>						<b>40,100.00</b>								
<b>OBJECTIVE: To ensure effective, efficient and sustainable infrastructural delivery</b>														
<b>PROGRAMME: Security Enhancement Program, Infrastructure Development and Asset Management Programme ,Community Lighting Enhancement &amp; Water Expansion Program</b>														
	Construction of classroom block	Deduako, Bomso MA, Kotei RC					600,000.00						Works Department	MA
	Renovation of classroom block	Appiadu, Bomso MA					400,000.00						Works Department	MA
	Construction of computer lab	Deduako MA					250,000.00						Works Department	MA
	Manufacturing of school furniture	Anloga West, Ayigya MA, Islamic school					500,000.00						Works Department	MA
	Fencing of school	Kentinkrono MA,					500,000.00						Works Department	MA

		Anwomaso MA,Kotei RC, Kokoben											
Construction of Institutional toilet		Oforikrom A Umul Qura, Kotei RC					250,000.00					Works Department	MA
Supply of computer equipment		Kentinkrono MA					100,000.00					Works Department	MA
Construction of school park		Bomso MA					200,000.00					Works Department	MA
Provision of boreholes		Oduom, Bomso, Bose-Hifa, Oforikrom East, Kotei					410,000.00					Works Department	MA
Maintenance of boreholes		Appiadu					300,000.00					Works Department	MA

	Provision of street light	Deduako, Kentinkrono, Kokoben, Anloga West, Ahenbronum						360,000.00					Works Department	MA
	Construction/Expansion of Market	Kentinkrono, Kotei						500,000.00					Works Department	MA
	Construction of durbar grounds	Ayigya-Adumase						300,000.00					Works Department	MA
	Planting of grass on school field	Deduako M/A, Oforikrom						250,000.00					Works Department	MA
	Construction of police station	Kentinkrono, Ayigya Zongo Aketego						400,000.00					Works Department	MA
	Construction of foot bridge	Anloga East (Jackson square New road)						500,000.00					Works Department	MA

<b>Total</b>		<b>7,570.000. 00</b>			
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OBJECTIVE: To ensure effective, efficient and sustainable infrastructural delivery

PROGRAMME: Security Enhancement Program, Infrastructure Development and Asset Management Programme ,Community Lighting Enhancement & Water Expansion Program

Maintenance of bridges.	of	Municipal wide					250,000.00	50,000.00				Works Department	MA
Renovation and rehabilitation of schools.	and of	Municipal wide					250,000.00					Works Department	MA
Repairs of office buildings.		MA					226,666.6567					Works Department	MA
Minor maintenance of official residence		MA						30,000.00				Works Department	MA
General maintenance of		MA						20,000.00				Works Department	MA

	furniture.												
	Maintenance of public sanitary facilities.	Municipal wide					30,000.00	20,000.00				Works Department	MA
	Maintenance of Official Vehicles	MA					100,000.00	50,000.00				Works Department	MA
	Maintenance of Municipal Assembly Building	MA						150,000.00				Works Department	MA
	Maintenance of Markets	Municipal wide					200,000.00					Works Department	MA
	Maintenance of Sanitations Structures	Municipal wide						260,000.00				Works Department	MA

Maintenance of Lorry Parks	Municipal wide						200,000.00				Works Department	MA	
Maintenance of Office Equipment	MA							150,000.00			Works Department	MA	
Dislodging and Renovation of Public Toilet Facilities	Municipal wide						150,000.00				Works Department	MA	
Maintenance of speed humps	Municipal wide						50,000.00				Works Department	MA	
<b>Sub-Total</b>								<b>1,456,666.657</b>	<b>730,000.00</b>				
<b>Grand total</b>							<b>152,600.00</b>	<b>15,180,428.61</b>	<b>3,125,800.00</b>	<b>856,300.00</b>			

	<b>GHC 19,315,128.61</b>	
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**Annex 5: Annual Action Plan 2027**

NO.	PROJECT	LOCATION	TIME FRAME				COST				PROJECT STATUS		Implementing Agency/Department		
			Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Other	NEW	ONGOING	Lead	Collaborating	
OBJECTIVE: To enhance transparency and accountability in governance.															
PROGRAMME: Governance & Public Accountability															
	Organization of National Celebration	Oforikrom						80,000.00		40,000.00				MA	Central gov't, Ministries
	Organize fee-fixing Resolution, Stakeholders' engagement on Public Financial Management and gazetting of fee fixing (2025)	Oforikrom								40,000.00				Budget C'ttee, Central Adm.	Ass. Mem., Private sector
	Conduct Planning	Oforikrom								60,000.0				Planning	Central Adm

	and Budgeting activities						0				Unit, Budget Unit	
	Monitor Assembly Projects	Municipal wide					250,000.00				Planning Unit, Budget Unit	Central Adm
	Prepare composite budget and revenue improvement action plan	Municipal wide					40,000.00	30,000.00			Budget C'tee, Central Adm.	Ass. Mem., Private sector
	Support sub-structures and community-initiated projects	Municipal wide					220,000.00	100,000.00			Central Admin.	MA
	Undertake Audit Activities of M.A	Oforikrom					35,000.00	70,000.00			Internal Audit Unit	Audit Service
	Organize training for nutritional package for school feeding caters and	Municipal wide						12,000.00			Co-ord, GSFP	GES

	food vendors												
	Organize MCE courtesy tour/ Community Engagement	Municipal wide					45,000,00	90,000.0 0				Central Admin.	MA
	Monitor and undertake the Ghana School Feeding Program (GSFP)	Selected Schools						7,000.00				Co-ord, GSFP	GES
	Celebration of international Women's Day	Mancell College						11,000.0 0				Gender Desk officer	MA
	Conduct HIV/AIDS M&E	Municipal Wide							350,000. 00			HIV/AIDS Focal Person	GHS, GES
	Activities												
<b>Sub-Total</b>							<b>670,000.0 0</b>	<b>460,000. 00</b>	<b>350,000. 00</b>				

OBJECTIVE: To harmonise the process of procurement plan to secure a judicious, economic and efficient use of public funds

PROGRAMME: Governance & Public Accountability

	Training for Suppliers/Contractors on Procurement Related Activities	Municipal Conference Room						12,000.00				Procurement Unit	Public Procurement Authority
	Training for Tender Committee Members on Procurement Related Activities	Municipal Conference Room						20,000.00				Procurement Unit	Public Procurement Authority
	Consistent review and approval of procurement plan updates	Municipal Conference Room						25,000.00				Procurement Unit	Tender Committee
	Procurement of Office Facilities, Supplies and	Procurement					200,000.00	100,000.00				Procurement Unit	MCE/MCD

	Accessories	Unit												
	Activities													
<b>Sub-Total</b>								<b>200,000.00</b>	<b>157,000.00</b>					
OBJECTIVE: To increase crop yields by 60% within four years														
PROGRAMME: Feed Ghana program														
	Conduct monitoring and evaluation of all Agric. Programs and project	Entire Municipal					4,000.00		4,000.00				MDA	Dept. of Agric., OfMA
	Training of women on agro-processing (tomato paste, powdered pepper, dried okro )	Municipal wide							8,000.00				WIAD	Dept. of Agric., OfMA
	Training of women and the	Municipal							4,000.00				APD	OfMA, Dept.

	youth on non-traditional livestock production	wide											of Agric.	
	Office running and administration (internet connectivity, stationaries, electricity, water and toiletries)	Boms o					3,000.00		5,000.00				MDA	Dept. of Agric., OfMA
	The Department to organize one planning session	Boms o							5,000.00				MDA	Dept. of Agric.
	Vehicle (insurance, road worthy, fuel and maintenance)	Boms o					30,000.00		30,000.00				MDA	OfMA, Dept. of Agric.
	Training of women (gari and palm kernel oil processors) on product development, packaging and	Municipal wide							3,000.00				Extension, WIAD	OfMA, Dept. of Agric.

	labelling													
	Establish field demonstrations on the use of organic products	Municipal wide						3,000.00					Extension, Crops	OfMA, Dept. of Agric.
	Training of farmers on post-harvest management of maize	Municipal wide						4,000.00					OfMA, Dept. of Agric	Central Adm.
	Celebration of Farmer's Day	Municipal wide					120,000.00	50,000.00					OfMA, Dept. of Agric	Central Adm.
	Construction of Agricultural Market	Kentinkrono					350,000.00						OfMA, Dept. of Agric.	Central Adm.
<b>Sub-Total</b>						<b>37,000.00</b>	<b>470,000.00</b>	<b>116,000.00</b>						
OBJECTIVE: To enhance transparency and accountability in governance														

PROGRAMME: Revenue Mobilisation

	Train Revenue Collectors	MA						23,000.00	21,000.00				Finance/Budget	Revenue collectors
	Preparation of Annual Accounts	MA							25,000.00				Finance	MA
	Support GIFMIS Implementation	MA							25,000.00				Finance	Budget
	Support For Revenue Generation/Preparation of Revenue Improvement Action Plan (RIAP)	MA							30,000.00				Finance	Budget
<b>Sub-Total</b>								<b>23,000.00</b>	<b>101,000.00</b>					

OBJECTIVE: To reduce indiscriminate waste dumping by 75% by the end of 2028

To increase Community awareness on Environmental pollution by 80% the end of 2029

PROGRAMME: WASH and Environmental Sanitation Enhancement Program

	Sensitize communities on good Environmental sanitation Practices	Municipal wide						9,000.00				EHU	Assembly members and other stakeholders
	Organize hygiene education in schools and communities	Municipal wide						8,500.00				EHU	G.E.S
	Support fumigation and sanitation activities	Municipal wide					440,000.00					EHU	Zoomlion waste Management Ltd
	Procure two tricycles to improve solid waste collection	Bombos					140,000.00					EHU	Administration

	Evacuation of refuse dumps.	Boms o						250,000.00					EHU	Works Department.
	Premises inspection of ,domiciliary,hospitality,healthcare, hostels,hotels,schools and sanitary sites	Municipal wide						20,000.00	10,000.00				EHU	
	Construction of skip pad	Anwomaso, Deduako, Anloga East						704,000.00					EHU	Works Department
	Monitor and supervise solid and liquid waste management, landfill site and disposal	Municipal wide						200,000.00					EHU	Zoomlion waste management Ltd
	Support pauper burial	Municipal wide							30,000.00				EHU	Ghana police service

	Educate the public on noise control and pollution	Municipal wide						9,000.00				EHU	EPA
	Weeding the principal streets(median),public places and collect weeds within the municipality	Municipal wide					230,000.00	100,000.00				EHU	Administration
	Organize monthly clean-up exercise and routine sweeping of public places	Municipal wide					250,000.00	100,000.00				EHU	Administration
	Sensitize and screen school feeding caterers, food vendors on nutrition packages.	Municipal wide						20,000.00				EHU	Laboratory technicians
	Sensitize community	Municipal					10,000.00	35,000.00				EHU	Assembly members and

	members on the benefits of household toilets facilities	wide						0					opinion leaders
	Procurement of sanitary materials, chemicals, and consumables	Municipal wide						80,000.00				EHU	Administration
	Enforce the law and undertake prosecution	Municipal wide						17,000.00				EHU	Judiciary service, Ghana police service
	Sensitize community members on air pollution and climate change	Municipal wide						18,000.00				EHU	EPA
	Train 2 environmental health officers on prosecution	Municipal wide						15,000.00				EHU	Judiciary services
	Dredge streams and choked	Municipal					270,000.00					EHU	Work Dept.

	drains	wide											
	Train and equip 4 environmental health officers on IT and data collection on sanitation activities	Municipal wide						15,000.00				EHU	resource Dept.
	Construction of animal pound to keep strays animals.	Municipal wide						70,000.00				EHU	Work dept.
<b>Sub-Total</b>								<b>2,514,400.00</b>	<b>536,500.00</b>				
OBJECTIVE: To enhance transparency and accountability in governance.													
PROGRAMME: media coverage program													
	Embark on Public Sensitisation/Education exercises on Assembly Programmes and	Municipal Wide						17,000.00	-			Information Services Department	MA

	activities.													
	Embark on Public Sensitization and Public Awareness on the Right to Information Act.	Municipal Wide						17,000.00					Information Services Department	MA
	Compile an up-to-date information manual for the Assembly	Office of the Assembly						12,000.00					Information Services Department	MA
	Undertake media Coverage on assembly programmes	Municipal Wide						1,700.00					Information Services Department	MA
	Produce tailor made jingles on the activities/programmes of the assembly to be aired on information	Municipal Wide						25,000.00					Information Services Department	MA

	centres													
<b>Sub-Total</b>									<b>72,700.00</b>					
OBJECTIVE: To increase the number of classroom blocks by 50% by the end of 2029 and improve the quality and safety of existing school infrastructure by the end of 2029														
PROGRAMME: Basic Education Infrastructure and Support Program														
	Organize My First Day at School	Municipal Wide							55,000.00				GES	MA
	Undertake Guidance & Counselling activities	Municipal Wide							20,000.00				GES	MA
	Conduct Mock Examination	Municipal Wide								100,000.00			GES	MA
	Organize Best Teacher Award	Municipal Wide								70,000.00			GES	MA

	Organize Spam	Municipal Wide					35,000.00						GES	MA
	Organize STME Programme	Municipal Wide					60,000.00		50,000.00				GES	MA
	Orientation & Induction of Newly Trained Teachers	Municipal Wide								12,000.00			GES	MA
	Provision of Furniture	Municipal Wide						250,000.00					GES	MA
	Construction of 12-Seater Toilet Facility	Kotei RC Prim								370,000.00			GES	MA
	Construction of Security Post	Kotei RC Prim								350,000.00			GES	MA

<b>Sub-Total</b>	<b>95,000.00</b>	<b>250,000.00</b>	<b>125,000.00</b>	<b>902,000.00</b>		
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OBJECTIVE: To enhance transparency and accountability in governance

PROGRAMME: NCCE related programs

Education on District Level Elections	Churches, Mosques, Info. Centre and Identifiable Groups, Schools, Communities							4,000.00	6,000.00			NCCE	-
Education on Environmental Governance (Sanitation)	Schools, churches and Communities								4,000.00			NCCE	Enviromental & Sanitation

		& Info. Centres											
	Education on Peaceful Coexistence and National Cohesion	Communities, Churches, Mosque and Identifiable Groups							3,000.00			NCCE	-
	Constitution Week Celebration	Identifiable Groups, Churches, Mosque, Info. Centres							3,000.00			NCCE	-
	Citizenship	Basic							2,500.00			NCCE	-

	Week Celebration	Schools											
	Education on NACAP	Communities, Identifiable Groups, Info Centres							3,500.00			NCCE	NACAP Committee of the Assembly and CHRAJ
	Tax Education	Communities, Identifiable Groups, Info Centres							3,500.00			NCCE	District Assembly
	Education on Duties of District Assembly	Communities, Identifiable Groups, Info							4,500.00			NCCE	District Assembly

		Centres, Mkt												
	Education on Political Tolerance	Communities, Identifiable Groups, Info Centres, Mkt							3,000.00			NCCE	-	
	Education on Environmental Protection	Communities, Identifiable Groups, Info Centres							2,500.00			NCCE	Environmental and Sanitation Department & NADMO	
<b>Sub-Total</b>								<b>4,000.00</b>	<b>35,500.00</b>					
OBJECTIVE: To enhance transparency and accountability in governance														

PROGRAMME: Birth and Death registration

	Organize forums and Educate communities on the need of birth and death registration on communities	Municipal wide						13,000.00					B&D	ISD
<b>Sub-Total</b>									<b>13,000.00</b>					

OBJECTIVE: To repair 80% deteriorated roads by the end of 2029

PROGRAMME: District Road Improvement Programme (DRIP)

	Reshaping of selected roads within the municipality.	Municipal wide						800,000.00					DUR	MA
	Minor Drainage repair works on selected roads	Municipal wide						300,000.00					DUR	MA

	Construction of speed humps at selected areas	Municipal wide					600,000.00					DUR	MA
	Construction of 0.9m pipe culvert at Anwomaso and Gravelling at Anwomaso clinic link road	Municipal wide						600,000.00				DUR	MA
	Installation of road safety interventions	Ayigya-Akete go, Anwomaso, Kentinkrono, Aprade,						250,000.00				DUR	MA
<b>Sub-Total</b>							<b>1,700,000.00</b>	<b>850,000.00</b>					
OBJECTIVE: To strengthen national disaster resilience and response capacity.													

PROGRAMME: Climate change adaptation programs

	Education And Sensitization (Fire, Flood & Climate Change)	OFFICE OF THE ASSEMBLY						8,000.00				NADMO	MUNICIPAL ASSEMBLY
	Capacity Training (Workshops, Seminars, Training And Drills)	OFFICE OF THE ASSEMBLY						6,000.00				STAKEHOLDERS	NADMO STAFF
	Disaster Assessment, Monitoring & Evaluation	OFFICE OF THE ASSEMBLY						3,500.00				NADMO	PHYSICAL PLANNING, WORKS DEPT. GHANA NATIONAL FIRE SERVICE.

	Procurement Of Disaster Relief Items	OFFICE OF THE ASSEMBLY						200,000.00					PROCUREMENT	NADMO HEADQUARTERS MUNICIPAL ASSEMBLY
	Dredging of Waterways	Anloga East							300,000.00				NADMO	WORKS DEPT
<b>Sub-Total</b>								<b>200,000.00</b>	<b>317,500.00</b>					
OBJECTIVE: To develop adequate, safe, and well-structured lorry stations and terminals by the end of 2029														
PROGRAMME: Kumasi Urban Mobility Accessibility Project(KUMAP)														
	Organize two Road Safety Sensitization	Oforikrom Municipal							12,000.00				Transport Dept	Urban Road Dept.
	Collecting and Updating Data	Munic							8,000.00				Transport	Urban Road

	on Transport Network	ipal Wide										Dept	Dept.
	Printing and issuance commercial vehicle stickers	Munic ipal Wide						2,500.00				Transport Dept	Urban Road Dept.
	Organize at least one transport terminal inspection	Munic ipal Wide						4,000.00				Transport Dept	Urban Road Dept.
<b>Sub-Total</b>									<b>26,500.00</b>				
OBJECTIVE: Strengthen participatory governance and citizen engagement													
PROGRAMME: Data Collection													
	Monthly Market Reading	MA						10,000.00				Statistics	GSS
	Updating of Administrative	Munic ipal					20,000.00	25,000.00				Statistics	GSS

	Date	Wide												
	Activities													
<b>Sub-Total</b>							<b>20,000.00</b>		<b>35,000.00</b>					
OBJECTIVE: to improve staff performance by 100%														
PROGRAMME: capacity building														
	Monitoring of HR activities	MA					30,000.00					HR Department	All Departments/Units	All Departments/Units
	Organise Staff Durbar for all Staff	MA					50,000.00					HR Department	All Departments/Units	All Departments/Units
	Build the capacity of all staff	Bannis vila					150,000.00		40,000.00			HR Department	All Departments/Units	All Departments/Units
	Recognise and reward the best worker in the	MA					25,000.00					HR Department	All Departments/Units	All Departments/Units

	Assembly													
	Organise games for all staff	Kotei Astroturf					45,000.00					HR Department	Sports Authority	All Departments/ Units
<b>Sub-Total</b>							<b>300,000.00</b>		<b>40,000.00</b>					
Objective: To improve spatial development by the end of 2029														
Program: Land use planning and management														
	Revision of planning schemes	MA					70,000.00	40,000.00				PPD	Traditional Authorities, Survey Dept, Finance, MA	
	Preparation of structure plan for Oforikrom	MA					100,000.00					PPD	Survey Dept, LUSPA, RCC, Finance, MA	
	Installation of street poles in	MA					150,000.00					PPD	Procurement, Finance,	

	the municipality						0						Budget Unit
	Conduct spatial activities	MA					90,000.00	30,000.00				PPD	MA
<b>Sub-Total</b>							410,000.00	70,000.00					
OBJECTIVE: To boost tourism potential and To develop 3 key tourist sites by 2029													
PROGRAMME: Site sceneries and culture activities													
	Celebration of Ghana Month	Municipal Wide						10,000.00				Cultural Office	All staff
	Students Engagement on Culture	Municipal Wide						9,000.00				Cultural Office	Centre for National Culture, Ksi.
	Courtesy Call on traditional Chiefs	Municipal Wide						25,000.00				Administration	Cultural Office
<b>Sub-Total</b>								44,000.00					

OBJECTIVE: to To increase enrollment and participation of at least 70% of identified vulnerable groups on social protection programs within 12 months.

PROGRAMME: social protection programs and community engagement

	Support registered PWDs/ Organizations through DFMC activities.	Municipal Wide					7,000.00		6,000.00				Social Dev't Dept.	DFMC/GFDO -OfMA
	Monitor activities, renew certificates of existing DCCs/NPOs/RHCs and process new ones for registration	Municipal Wide					8,000.00		7,000.00				Social Dev't Dept	DCCs/NPOs/RHCs Operators/Regional DSW/DCD
	Link identified vulnerable persons/groups (e.g. Indigent package with NHIA)	Municipal Wide					7,000.00	7,000.00	1,000.00				Social Dev't Dept	NHIA/STATISTIC/ASSEMBLY MEMBERS

	Create awareness on gender-based and domestic violence to families.	Municipal Wide					1,000.00	1,500.00				Social Dev't Dept	PROPREITORS OF DCC/GFDO LEADERS
	Organize empowerment sessions for female PWDs on their rights and privileges.	Municipal Wide					5,000.00	2,500.00				Social Dev't Dept	LMS/LFP
	Provide hospital welfare services for in-patients.	Municipal Wide					3,000.00	4,000.00				Social Dev't Dept	MHD/FACILITY OWNERS
	Provide probation services for children in conflict and in contact with the law.	Mun. Wide					4,000.00	1,000.00	5,000.00			Social Dev't Dept	DOVVSU/GPS/JS
	Educate school children on their	Mun.						2,000.00				Social	UNICEF/SOCIAL

	rights & responsibilities.	Wide										Dev't Dept	SERVICES SECTOR PLAYERS.
	Record and manage reported Child & Family Welfare cases.	Mun. Wide						4,000.00	10,500.00			Social Dev't Dept	UNICEF/SOCIAL SERVICES SECTOR PLAYERS.
	Sensitize 22 communities & organized groups/Churches / mosques on topical/child & family welfare issues.	Mun. Wide					2,000.00	1,000.00				Social Dev't Dept	ASSEM. MEMBERS, GROUP/RELIGIOUS LEADERS
	Train female PWD caregivers on entrepreneurial skills.	Mun. Wide					7,500.00					Social Dev't Dept	WOMEN'S GROUPS/CAREGIVERS
	Sensitize and support adolescents in selected schools on International	Mun. Wide					2,500.00	3,000.00				Social Dev't Dept	MED/SCHOOL HEADS

	Menstrual Hygiene Day.												
	Conduct survey and profile 16 communities for community development.	Mun. Wide					63,400.00	15,000.00				Social Dev't Dept	ASSEM. MEMBERS & COMM LEADERSHIP STATS DEPT.
	Educate community members on available social services	Mun. Wide						1,000.00				Social Dev't Dept	ASSEM. MEMBERS & COMM LEADERSHIP STATS DEPT.
	Collaborate with & provide technical support to development partners in bringing interventions.	MA						500.00				Social Dev't Dept	NPOs, CBO's, UNICEF etc.

	Procurement of files, camera, 1 projector.	MA					21,9000.00					Social Dev't Dept	DFMC/PROCUREMENT	
<b>Sub-Total</b>							<b>22,000.00</b>	<b>117,300.00</b>	<b>49,500.00</b>	<b>15,500.00</b>				
OBJECTIVE: Promote entrepreneurship and small business development														
PROGRAMME: Social Inclusion, Skills and Enterprise Support Programme														
	SME Innovation & Inclusion Program – Digitalize for Jobs (D4J)	Municipal wide					60,000.00	20,000				Business Advisory Centre	Social Welfare	
	Business in the box BIXBOX	Municipal wide					60,000.00	20,000.00				Business Advisory Centre	MA	
<b>Sub-Total</b>							<b>120,000.00</b>	<b>40,000.00</b>						

OBJECTIVE: To improve the quality of health infrastructure by the end of 2029

PROGRAMME: health screening, immunization programs

	Organize Refresher training for Clinicians on identification and referral of priority diseases and embark on active case search for priority diseases, collect and transport samples to the appropriate sites.	Municipal Wide					63,000.00											2,000.00						Disease Control Unit	Municipal Director	
	Organize immunization sessions at all the zones throughout the year.	Municipal Wide					52,500																		Disease Control Unit	Municipal Director
	Conduct operational	Municipal					6,000.00																		Disease Control	Municipal

	research on immunization coverage.	Wide										Unit	Director
	Organize periodic reviews and holistic assessment of health indicators and track performance to carve out ways for improvement.	Municipal Wide					15,000.00	2,000.00				Disease Control Unit	Municipal Director
	Community screening to detect cases of hypertension, diabetes, breast, cervical cancers and other NCDs	Municipal Wide					7,000.00	7,000.00				Municipal NCDs Committee	Municipal Director
	Upgrade Anloga CHPS Compound to Oforikrom Health Centre and furnish the facility with the	Municipal Wide					39,000.00	1,000.00				Municipal Health Director	Municipal Assembly

	required logistics													
	Conduct community awareness and sensitization on malaria prevention interventions.	Municipal Wide					2,000.00		8,000.00				Municipal Malaria Focal Person	Municipal Director
	Conduct facility level data validation and supportive visits on malaria interventions	Municipal Wide					3,000.00		7,000.00				Municipal Malaria Focal Person	Municipal Director
	Conduct periodic refresher training on malaria case management.	Municipal Wide					4,000.00		10,000.00				Municipal Malaria Focal Person	Municipal Director
	Build staff capacity in FP services and increase public health awareness	Municipal Wide							35,000.00				Municipal Public Health Nurse	Municipal Director

	in FP.													
	Strengthen referral system within the Municipality among health facilities.	Municipal Wide							15,000.00				Municipal Public Health Nurse	Municipal Director
	Conduct refresher training for midwives on safe motherhood protocols in the Municipality.	Municipal Wide							15,000.00				Municipal Public Health Nurse	Municipal Director
	Expansion of clinic	Anwomaso					300,000.00						Works Department	MA
<b>Sub-Total</b>							<b>491,500.00</b>	<b>15,000.00</b>	<b>90,000.00</b>					
OBJECTIVE: To increase the number of health facilities by 50% within the next 4 years														
PROGRAMME: HIV Awareness program														

Organise 4 MAC meetings	MA					13,550.00						HIV focal person	MHD
Organise 4 MRMT meetings	MA					13,550.00						HIV focal person	MHD
Monitor activities of 6 hospitals on PMTCT, HTC and ART Site	Municipal Wide					9,000.00						HIV focal person	MHD
Sensitization of 4 SHS on HIV related topics	Municipal Wide					9,000.00						HIV focal person	MA
Monitor 4 schools on HIV school alert Programs	Municipal Wide					9,000.00						HIV focal person	MHD
Organise world AIDS day celebration	MA					15,000.00						HIV focal person	MA

	Organise programs to educate general public on PMTCT and stigma at 4 information centers	Ayeduse, Ayigya, Oforikrom, Kotei					8,000.00						HIV focal person	MHD	
Total							77,100.00								
<b>WORKS DEPARTMENT</b>															
Objective: Improve land management, regulatory enforcement, and public awareness															
Program: infrastructure delivery															
	Construction of classroom block	Dedua ko					650,000.00						Works Department	MA	
	Renovation of	Appia					420,000.00						Works	MA	

	classroom block	du					0					Department	
	Construction of computer lab	Dedua ko M/A					270,000.00					Works Department	MA
	Manufacturing of school furniture	Anlog a west					550,000.00					Works Department	MA
	Fencing school of	Kentin krono MA					550,000.00					Works Department	MA
	Construction of Institutional toilet	Oforik rom A					300,000.00					Works Department	MA
	Supply computer equipment of	Kentin krono MA					120,000.00					Works Department	MA
	Construction of school park	Boms o MA					250,000.00					Works Department	MA
	Provision of	Oforik rom					440,000.00					Works	MA

	boreholes	East					0					Department	
	Maintenance of boreholes	Appia du					250,000.00					Works Department	MA
	Provision of street light	Kokoben					410,000.00					Works Department	MA
	Construction/Expansion of Market	Kotei					550,000.00					Works Department	MA
	Construction of durbar grounds	Ayigya-Adumase					350,000.00					Works Department	MA
	Planting of grass on school field	Oforikrom					300,000.00					Works Department	MA
	Construction of police station	Kentinkrono,					420,000.00					Works Department	MA
	Construction of foot bridge	Anloga East (Jackson)					550,000.00					Works Department	MA

		square New road)											
	Re- development of old market	Onion Marke t					400,000.0 0					Works Department	MA
	Construction of pen	Anlog a East					100,000.0 0					Works Department	MA
	Provision of police post	Boms o M/A, Akete go, Dedua ko,					300,000.0 0					Works Department	MA
	Maintenance of bridges.	Munic ipal wide					300,000.0 0	100,000. 00				Works Department	MA
	Minor maintenance of official residence	MA					50,000.00					Works Department	MA

	General maintenance of furniture.	MA						35,000.00					Works Department	MA
	Maintenance of public sanitary facilities.	Municipal wide						60,000.00					Works Department	MA
	Maintenance of Official Vehicles	MA						120,000.00					Works Department	MA
	Maintenance of Municipal Assembly Building	MA						150,000.00					Works Department	MA
	Maintenance of Markets	Municipal wide						70,000.00					Works Department	MA
	Maintenance of Lorry Parks	Municipal wide						200,000.00					Works Department	MA

	Maintenance of Office Equipment	MA					100,000.00					Works Department	MA	
	Maintenance of Residential Accommodation	MA					120,000.00					Works Department	MA	
	Maintenance of speed humps	Municipal wide					100,000.00					Works Department	MA	
<b>Sub-total</b>							<b>8,485,000.00</b>	<b>100,000.00</b>						
<b>Grand total</b>							<b>231,100.00</b>	<b>15,951,200.00</b>	<b>3,119,700.00</b>	<b>1,433,000.00</b>				
							<b>GHC 20,735,000.00</b>							

**Annex 6: Annual Action Plan 2028**

NO	PROJECT	LOCATION	TIME FRAME				COST				PROJECT STATUS		Implementing Agency/Department		
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	NEW	ONGONG	Lead	Collaborating	
OBJECTIVE: To enhance transparency and accountability in governance.															
PROGRAMME: Governance & Public Accountability															
	Organization of National Celebration	Oforikrom						90,000.00		50,000.00				MA	Central gov't, Ministries
	Organize fee-fixing Resolution, Stakeholders' engagement on Public Financial Management and gazetting of fee fixing	Oforikrom								45,000.00				Budget C'ttee, Central Adm.	Ass. Mem., Private sector

	(2025)												
	Conduct Planning and Budgeting activities	Oforikrom						65,000.00				Planning Unit, Budget Unit	Central Adm
	Monitor Assembly Projects	Municipal wide					300,000.00					Planning Unit, Budget Unit	Central Adm
	Prepare composite budget and revenue improvement action plan	Municipal wide					50,000.00	40,000.00				Budget C'ttee, Central Adm.	Ass. Mem., Private sector
	Support sub-structures and community-initiated projects	Municipal wide					240,000.00	110,000.00				Central Admin.	MA
	Undertake Audit	Oforikrom					40,000.00	80,000.00				Internal	Audit Service

	Activities of M.A											Audit Unit	
	Organize training for nutritional package for school feeding caters and food vendors	Municipal wide						14,000.00				Co-ord, GSFP	GES
	Organize MCE courtesy tour/ Community Engagement	Municipal wide					50,000.00	92,000.00				Central Admin.	MA
	Monitor and undertake the Ghana School Feeding Program (GSFP)	Selected Schools						10,000.00				Co-ord, GSFP	GES
	Celebration of international Women's	Mancell College						13,000.00				Gender Desk officer	MA

	Day												
	Conduct HIV/AIDS M&E Activities	Municipal Wide							400,000.00			HIV/AIDS Focal Person	GHS, GES
<b>Sub-Total</b>								<b>770,000.00</b>	<b>519,000.00</b>	<b>400,000.00</b>			

OBJECTIVE: To harmonise the process of procurement plan to secure a judicious, economic and efficient use of public funds

PROGRAMME: Governance & Public Accountability

	Consistent review and approval of procurement plan updates	Municipal Conference Room						30,000.00				Procurement Unit	Tender Committee
	Training for Procurement Staff on	As per the invitation letter						40,000.00				Procurement unit	Public Procurement unit

	procurement related issues												
	Procurement of Office Facilities, Supplies and Accessories	Procurement Unit					250,000.00	120,000.00				Procurement Unit	MCE/MCD
<b>Sub-Total</b>							<b>250,000.00</b>	<b>190,000.00</b>					
OBJECTIVE: To increase crop yields by 60% within four years													
PROGRAMME: Feed Ghana program													
	Conduct monitoring and evaluation of all Agric. Programs and	Entire Municipal				5,000.00		5,000.00				MDA	Dept. of Agric., OfMA

	project												
	Training of women and youth on catfish production and processing as an income generating activities (Local Economic Activity (LED))	Municipal wide						10,000.00				WIAD	Dept. of Agric., OfMA
	Training of crop farmers on Climate Smart Agricultural practices	Municipal wide						5,000.00				Extension	OfMA, Dept. of Agric.
	Office	Bomso				4,000.00		6,000.00				MDA	Dept. of

running and administration (internet connectivity, stationaries, electricity, water and toiletries)													Agric., OfMA	
The Department to organize management and technical meetings	Bomso					8,000.00							MDA	Dept. of Agric.
Sensitization and vaccination of cats and dogs against rabies	Municipal wide								5,000.00				VET	OfMA, Dept. of Agric

Vehicle (insurance, road worthy, fuel and maintenance)	Bomso					35,000.00			35,000.00			MDA	OfMA, Dept. of Agric.
Training of women groups on food safety and hygiene	Municipal wide								4,000.00			Extension, WIAD	OfMA, Dept. of Agric.
Establish field demonstrations on staking and the use of organic products in cucumber production	Municipal wide								6,000.00			Extension, Crops	OfMA, Dept. of Agric.

	Training of farmers on post-harvest management of vegetables	Municipal wide							5,000.00									OfMA, Dept. of Agric	
	Celebration of Farmer's Day	Municipal wide						140,000.00	70,000									Dept. of Agric	MA
<b>Sub-Total</b>							<b>52,000.00</b>	<b>140,000.00</b>	<b>146,000.00</b>	<b>5,000.00</b>									
OBJECTIVE: To enhance transparency and accountability in governance																			
PROGRAMME: Revenue Mobilisation																			
	Train Revenue Collectors	MA						28,000.00	26,000.00									Finance/Budget	Revenue collectors

	Preparation of Annual Accounts	MA						30,000.00				Finance	MA
	Support GIFMIS Implementation	MA						30,000.00				Finance	Budget
	Support For Revenue Generation/Preparation of Revenue Improvement Action Plan (RIAP)	MA						35,000.00				Finance	Budget
<b>Sub-Total</b>								<b>28,000.00</b>	<b>121,000.00</b>				

OBJECTIVE: To reduce indiscriminate waste dumping by 75% by the end of 2028

To increase Community awareness on Environmental pollution by 80% the end of 2029

PROGRAMME: WASH and Environmental Sanitation Enhancement

	Sensitize communities on good Environmental sanitation Practices	Municipal wide						10,000.00				EHU	Assembly members and other stakeholders
	Organize hygiene education in schools and communities	Municipal wide						9,000.00				EHU	G.E.S
	Support fumigation and sanitation activities	Municipal wide					460,000.00					EHU	Zoomlion waste Management Ltd

Procure two tricycle to improve solid waste collection	Bomso						180,000.00					EHU	Adminstration
Evacuation of refuse dumps.	Bomso						300,000.00					EHU	Works Department.
Premises inspection of ,Domiciliary,hospitality,Heat hcare,host els,hotels, schools and sanitary sites	Municipal wide						25,000.00	15,000.00				EHU	
Construction of skip pad	Anwomaso, Deduako, Anloga East						774,400.00					EHU	Works Department

													nt	
Monitor and supervise solid and liquate waste management, landfill site and disposal	Municipal wide						250,000.00						EHU	Zoomlion waste management Ltd
Support pauper burial	Municipal wide							40,000.00					EHU	Ghana police service
Educate the public on noise control and pollution	Municipal wide							18,000.00					EHU	EPA
Weeding the principal streets(m edian),pu	Municipal wide						280,000.00	150,000.00					EHU	Administr ation

	public places and collect weeds within the municipality												
	Organize monthly clean-up exercise and routine sweeping of public places	Municipal wide					300,000.00	150,000.00				EHU	Administration
	Sensitize and screen school feeding caterers, food vendors on nutrition packages.	Municipal wide						30,000.00				EHU	Laboratory technicians

Sensitize community members on the benefits of household toilets facilities	Municipal wide						15,000.00	40,000.00				EHU	Assembly members and opinion leaders
Procurement of sanitary materials, chemicals, and consumables	Municipal wide							90,000.00				EHU	Administration
Enforce the law and undertake prosecution	Municipal wide							22,000.00				EHU	Judiciary service, Ghana police service
Sensitize community	Municipal wide							24,000.00				EHU	EPA

members on air pollution and climate change													
Train 2 environmental health officers on prosecution	Municipal wide							20,000.00				EHU	Judiciary services
Dredge streams and choked drains	Municipal wide						320,000.00					EHU	Work Dept.
Train and equip 4 environmental health officers on IT and data	Municipal wide							20,000.00				EHU	Human resource Dept.

	collection on sanitation activities													
	Construction of animal pound to keep strays animals.	Municipal wide						80,000.00					EHU	Work dept.
<b>Sub-Total</b>								<b>2,904,000.00</b>	<b>718,000.00</b>					
OBJECTIVE: To enhance transparency and accountability in governance.														
PROGRAMME: media coverage program														
	Embark on Public Sensitisation/Education exercises on Assembly Program	Municipal Wide						19,000.00	-				Information Services Department	MA

	mes and activities.													
	Embark on Public Sensitization and Public Awareness on the Right to Information Act.	Municipal Wide						19,000.00					Information Services Department	MA
	Compile an up-to-date information manual for the Assembly	Office of the Assembly						14,000.00					Information Services Department	MA
	Undertake media Coverage on assembly programmes	Municipal Wide						1,900.00					Information Services Department	MA

	Produce tailor made jingles on the activities/ programmes of the assembly to be aired on information centres	Municipal Wide							30,000.00				Information Services Department	MA
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<b>Sub-Total</b>									<b>83,900.00</b>			
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OBJECTIVE: To increase the number of classroom blocks by 50% by the end of 2029 and improve the quality and safety of existing school infrastructure by the end of 2029

PROGRAMME: Basic Education Infrastructure and Support Program

	Organize My First Day at School	Municipal Wide							60,000.00				GES	MA
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Undertake Guidance & Counselling activities	Municipal Wide							30,000.00				GES	MA
Conduct Mock Examination	Municipal Wide								150,000.00			GES	MA
Organize Best Teacher Award	Municipal Wide								90,000.00			GES	MA
Organize Spam	Municipal Wide					40,000.00						GES	MA
Organize STME Programme	Municipal Wide					80,000.00		70,000.00				GES	MA
Orientation &	Municipal								14,000.00			GES	MA

	Induction of Newly Trained Teachers	Wide											
	Construction of Fence Wall	Anwomaso JHS					200,000.00			200,000.00		GES	MA
	Construction of 6-Unit Classroom Block	Weweso School						550,000.00				GES	MA
<b>Sub-Total</b>							<b>320,000.00</b>		<b>710,000.00</b>	<b>454,000.00</b>			
OBJECTIVE: To enhance transparency and accountability in governance													
PROGRAMME: NCCE related programs													
	Education on 2028 General Elections	Churches, Mosque, Info. Centers and Identifiable Groups,						8,000.00				NCCE	MA

		Schools											
	Education on Political Tolerance	Schools, churches and Communities & Info. Centres							4,500.00			NCCE	Environmental & Sanitation
	Education on Peaceful Coexistence and National Cohesion	Communities, Churches, Mosque and Identifiable Groups							3,500.00			NCCE	MA
	Constitution Week Celebration	Identifiable Groups, Churches, Mosque, Info. Centres							3,500.00			NCCE	MA
	Citizenship Week Celebration	Basic Schools							3,000.00			NCCE	MA
	Education on	Communities, Identifiable							4,500.00			NCCE	NACAP Committee

	NACAP	Groups, Info Centres												e of the Assembly and CHRAJ
	Tax Education	Communities, Identifiable Groups, Info Centres							6,000.00				NCCE	District Assembly
	Education on Duties of District Assembly	Communities, Identifiable Groups, Info Centres, Mkt							5,500.00				NCCE	District Assembly
	Formation of CECs	5 Selected Schools					3,000.00						NCCE	MA
	Education on Environmental Protection	Communities, Identifiable Groups, Info Centres					3,000.00						NCCE	Environmental and Sanitation Department & NADMO
	Activities													

<b>Sub-Total</b>	<b>6,000.00</b>		<b>8,000.00</b>	<b>30,500.00</b>		
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OBJECTIVE: To enhance transparency and accountability in governance

PROGRAMME: Birth and Death registration

Organize forums and Educate communities on the need of birth and death registration on communities	Municipal wide						18,000.00					B&D	ISD
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<b>Sub-Total</b>							<b>18,000.00</b>						
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OBJECTIVE: To repair 80% deteriorated roads by the end of 2029

PROGRAMME: District Road Improvement Programme (DRIP)

Reshapin g of selected roads within the municipal ity.	Mun. Wide						400,000.00					DUR	Mun. Assembly
Minor Drainage repair works on selected roads	Mun. Wide						350,000.00					DUR	Mun. Assembly
Construct ion of speed humps at selected areas	Municipal wide						700,000.00					DUR	Mun. Assembly
Slab replacem ent at selected areas and minor drainage repair	Municipal wide							140,000.00				DUR	Mun. Assembly

	works												
	Installation of road safety interventions at selected areas	Municipal wide						250,000.00				DUR	Mun. Assembly
	Construction of 1.2 pipe culvert and Gravelling works at selected areas	Municipal wide					300,000.00	100,000.00				DUR	Mun. Assembly
	Construction of 100m "U" Drain	Ayigya-Aketego, Anwomaso, Kentinkrono, Aprade, Ayigya Zongo, Ayigya Ahenbrunum,					250,000.00					DUR	Mun. Assembly, Assembly Member

		Tech Junction, Aketego (Adumasa), Ayigya M/A school, Mango ase to Central Mosque											
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<b>Sub-Total</b>								<b>2,000,000.00</b>	<b>490,000.00</b>				
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OBJECTIVE: To strengthen national disaster resilience and response capacity.

PROGRAMME: Climate change adaptation programs

	Education And Sensitisation (Fire, Flood & Climate Change	OFFICE OF THE ASSEMBLY						8,500				NADMO	MUNICIPAL ASSEMBLY
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	Capacity Training (Worksho	OFFICE OF THE						7,000				STAKEHOLDERS	NADMO STAFF
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	ps, Seminars, Training And Drills)	ASSEMBLY											
	Disaster Assessme nt, Monitorin g & Evaluatio n	OFFICE OF THE ASSEMBLY						4,000				NADMO	PHYSICA L PLANNI NG, WORKS DEPT. GHANA NATION AL FIRE SERVICE .
	Procurem ent Of Disaster Relief Items	OFFICE OF THE ASSEMBLY					250,000.00					PROCURE MENT	NADMO HEADQU ARTERS MUNICIP AL ASSEMB LY

	Dredging of Waterways	Anloga East						400,000				NADMO	WORKS DEPT
<b>Sub-Total</b>							<b>250,000.00</b>	<b>419,500.00</b>					
OBJECTIVE: To develop adequate, safe, and well-structured lorry stations and terminals by the end of 2029													
PROGRAMME: Kumasi Urban Mobility Accessibility Project(KUMAP)													
	Organize two Road Safety Sensitization	Oforikrom Municipal						15,000.00				Transport Dept	URD
	Collecting and Updating Data on Transport Network	Municipal Wide						9,000.00				Transport Dept	URD

	Printing and issuance commercial vehicle stickers	Municipal Wide							3,000.00				Transport Dept	Mun Assembly.
	Organize at least one transport terminal inspection activities	Municipal Wide							4,500.00				Transport Dept	Mun. Assembly
<b>Sub-Total</b>									<b>31,500.00</b>					
OBJECTIVE: Strengthen participatory governance and citizen engagement														
PROGRAMME: Data Collection														
	Monthly Market Reading	MA							15,000.00				Statistics	GSS

	Updating of Administrative Date	Municipal Wide					30,000.00		30,000.00				Statistics	GSS
<b>Sub-Total</b>							<b>30,000.00</b>		<b>45,000.00</b>					
OBJECTIVE: to improve staff performance by 100%														
PROGRAMME: capacity building														
	Monitoring of HR activities	MA					40,000.00						HR Department	All Departments/Units
	Organise Staff Durbar for all staff	MA					60,000.00						HR Department	All Departments/Units
	Build Capacity of all Staff	Bannis Villa					170,000.00		50,000.00				HR Department	All Departments/Units

	Organise a health walk and Health Talk of the Assembly	MA					40,000.00					HR Department	Health Directorate
	Organise games for all staff	Kotei Astroturf					65,000.00					HR Department	Sports Authority All Departments/Units
<b>Sub-Total</b>							<b>65,000.00</b>	<b>310,000.00</b>	<b>50,000.00</b>				
Objective: To improve spatial development by the end of 2029													
Program: Land use planning and management													
	Revision of planning schemes	MA					75,000.00	50,000.00				PPD	Traditional Authorities, Survey Dept, Finance, MA

	Preparation of structure plan for Oforikrom	MA						120,000.00					PPD	Survey Dept, LUSPA, RCC, Finance, MA
	Installation of street poles in the municipality	MA						200,000.00					PPD	Procurement, Finance, Budget Unit
	Conduct spatial activities	MA						100,000.0	40,000.00				PPD	MA
<b>Sub-Total</b>								<b>495,000.00</b>	<b>90,000.00</b>					
OBJECTIVE: To boost tourism potential and To develop 3 key tourist sites by 2029														
PROGRAMME: site sceneries and culture activities														
	Celebration of	Municipal							15,000.00				Cultural	All staff

	Ghana Month	Wide										Office	
	Students Engagement on Culture	Municipal Wide						14,000.00				Cultural Office	Centre for National Culture, Ksi.
	Courtesy Call on traditional Chiefs	Municipal Wide						30,000.00				Administration	Cultural Office
<b>Sub-Total</b>								<b>59,000.00</b>					
OBJECTIVE: Promote entrepreneurship and small business development													
PROGRAMME: Social Inclusion, Skills and Enterprise Support Program													
	SME Innovation & Inclusion Program – Digitalize for Jobs	Municipal wide					70,000	30,000				Business Advisory Centre	Social Welfare

(D4J)													
Business in the box BIXBOX	Municipal wide						70,000.00	30,000.00				Business Advisory Centre	MA
<b>Sub-Total</b>							140,000.00	60,000.00					

OBJECTIVE: to To increase enrollment and participation of at least 70% of identified vulnerable groups on social protection programs within 12 months.

PROGRAMME: social protection programs and community engagement

Support registered PWDs/ Organizations through DFMC activities.	Mun. Wide					<b>9,000.00</b>		8,000.00				Social Devt. Dept.	DFMC/G FDO-OfMA
Monitor activities, renew certificates of existing DCCs/NP	Mun. Wide					<b>13,000.00</b>		12,000.00				Social Devt. Dept.	DCCs/NPOs/RHCs Operators/ Regional DSW/DCD

Os/RHCs and process new ones for registration													
Link identified vulnerable persons/groups (e.g. Indigent package with NHIA)	Mun. Wide					12,000.00	<b>12,000.00</b>	15,000.00				Social Devt. Dept.	NHIA/STATISTIC/ASSEMBLY MEMBERS
Organize capacity/skill training workshop for DCC/NGO operators and	Mun. Wide						37,000.00	20,000.00				Social Devt. Dept.	PROPRIETORS OF DCC/GF DO LEADERS

	PWDs.													
	Supervise and monitor payment of cash grant to LEAP household beneficiaries.	Muni. Wide					2,000.00	1,000.00					Social Devt. Dept.	LMS/LFP
	Provide hospital welfare services for in-patients.	Mun. Wide					5,000.00	6,000.00					Social Devt. Dept.	MHD/FACILITY OWNERS
	Provide probation services for children in conflict and in contact with the	Mun. Wide					4,000.00	1,000.00					Social Devt. Dept.	DOVVSU /GPS/JS

	law.												
	Train care-givers of special children on effective care-giving	Mun. Wide					2,000.00	3,000.00				Social Devt. Dept.	UNICEF/ SOCIAL SERVICE S SECTOR PLAYER S.
	Record and manage reported Child & Family Welfare cases.	Mun. Wide					10,500.00	4,000.00				Social Devt. Dept.	UNICEF/ SOCIAL SERVICE S SECTOR PLAYER S.
	Sensitize parents/ care-givers/organized groups on disability rights.	Mun. Wide						3,000.00				Social Devt. Dept.	ASSEM. MEMBERS, GROUP/ RELIGIOUS LEADERS

	Educate women on leadership and advocacy skills.	Mun. Wide						3,500.00					Social Devt. Dept.	WOMEN'S GROUPS
	Sensitize adolescents on sexual & reproductive health during Intl menstrual hygiene day.	Mun. Wide					2,800.00	3,500.00					Social Devt. Dept.	MED/MH D/SCHOOL HEADS
	Awareness creation on youth participation in governance & communit	Mun. Wide						4,500.00					Social Devt. Dept.	MCE/ASS EM. MEMBERS

	y dev't.													
	Conduct survey and profile 11 communities for community development.	Mun. Wide					73,400.00	20,000.00					Social Devt. Dept.	ASSEM. MEMBERS & COMM LEADERSHIP STATS DEPT.
	Collaborate with NCCE to educate children/ Youth on patriotism .	Mun. Wide						1,000.00					Social Devt. Dept.	NCCE
<b>Sub-Total</b>						<b>34,000.00</b>	<b>136,200.00</b>	<b>102,500.00</b>	<b>15,500.00</b>					

OBJECTIVE: To improve the quality of health infrastructure by the end of 2029

PROGRAMME: Health screening, immunization programs

	Organize Refresher training for Clinicians on identification and referral of priority diseases and embark on active case search for priority diseases, collect and transport samples to the appropriate sites.	Municipal Wide					73,000.00	3,000.00				Disease Control Unit	Municipal Director
	Organize immunization sessions at all the	Municipal Wide					62,500	1,500.00				Disease Control Unit	Municipal Director

zones throughout the year.													
Conduct operational research on immunization coverage.	Municipal Wide						8,000.00					Disease Control Unit	Municipal Director
Organize periodic reviews and holistic assessment of health indicators and track performance to carve out ways for improvement.	Municipal Wide						17,000.00	3,000				Disease Control Unit	Municipal Director

	Community screening to detect cases of hypertension, diabetes, breast, cervical cancers and other NCDs	Municipal Wide						9,000.00	9,000.00				Municipal NCDs Committee	Municipal Director
	Conduct community awareness and sensitization on malaria prevention interventions.	Municipal Wide						4,000.00		10,000.00			Municipal Malaria Focal Person	Municipal Director
	Conduct facility level data	Municipal Wide						5,000.00		9,000.00			Municipal Malaria Focal	Municipal Director

validation and supportive visits on malaria interventions												Person	
Conduct periodic refresher training on malaria case management.	Municipal Wide						4,000.00			12,000.00		Municipal Malaria Focal Person	Municipal Director
Build staff capacity in FP services and increase public health awareness	Municipal Wide									40,000.00		Municipal Public Health Nurse	Municipal Director

	s in FP.													
	Strengthen referral system within the Municipality among health facilities.	Municipal Wide								20,000.00			Municipal Public Health Nurse	Municipal Director
	Conduct refresher training for midwives on safe motherhood protocols in the Municipality.	Municipal Wide								20,000.00			Municipal Public Health Nurse	Municipal Director
	Construction of health facilities	Aprade						500,000.00					Works Department	MA

<b>Sub-Total</b>		<b>682,500.00</b>	<b>16,500.00</b>	<b>110,000.00</b>		
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OBJECTIVE: To increase the number of health facilities by 50% within the next 4 years

PROGRAMME: HIV Awareness program

Organise 4 MAC meetings	MA					18,550						HIV focal person	MHD
Organise 4 MAC meetings	MA					18,550						HIV focal person	MHD
Monitor activities of 6 hospitals on PMTCT, HTC and ART Site	Municipal Wide					14,000						HIV focal person	MHD
Sensitizat	Municipal					14,000						HIV focal	MA

ion of 4 SHS on HIV related topics	Wide											person	
Monitor 4 schools on HIV school alert Programs	Municipal Wide					14,000						HIV focal person	MHD
Organise world AIDS day celebration	MA					110,000						HIV focal person	MA
Organise programs to educate general public on PMTCT and stigma at 4 information centers	Ayeduase, Ayigya, Oforikrom, Koforidua					13,000						HIV focal person	MHD

Total	202,100.00												
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Objective: Improve land management, regulatory enforcement, and public awareness

Program: Infrastructure delivery

Construct ion of classroom block	Deduako						700,000.00					Works Department	MA
Renovati on of classroom block	Appiadu						470,000.00					Works Department	MA
Construct ion of computer lab	Deduako M/A						300,000.00					Works Department	MA
Manufact uring of school furniture	Anloga west						600,000.00					Works Department	MA

	Fencing of school	Kentinkrono MA						600,000.00				Works Department	MA
	Construction of Institutional toilet	Oforikrom A						350,000.00				Works Department	MA
	Supply of computer equipment	Kentinkrono MA						150,000.00				Works Department	MA
	Construction of school park	Bomso MA						300,000.00				Works Department	MA
	Provision of boreholes	Oforikrom East						480,000.00				Works Department	MA
	Maintenance of boreholes	Appiadu						300,000.00				Works Department	MA

Provision of street light	Kokoben						460,000.00					Works Department	MA
Construction/Expansion of Market	Kotei						600,000.00					Works Department	MA
Construction of durbar grounds	Ayigya-Adumase						400,000.00					Works Department	MA
Planting of grass on school field	Oforikrom						350,000.00					Works Department	MA
Construction of police station	Kentinkrono,						500,000.00					Works Department	MA

Construct ion of foot bridge	Anloga East (Jackson square New road)						600,000.00				Works Department	MA
Provision of lorry station	Kotei						100,000.00				Works Department	MA
Maintena nce of public sanitary facilities.	Municipal wide						80,000.00				Works Department	MA
Maintena nce of Official Vehicles	MA						140,000,00				Works Department	MA
Maintena nce of Municipa l	MA						150,000.00				Works Department	MA

Assembly Building													
Maintenance of Sanitation Structures	Municipal wide						300,000.00					Works Department	MA
Maintenance of Lorry Parks	Municipal wide						200,000.00					Works Department	MA
Maintenance of Office Equipment	MA							150,000.0				Works Department	MA

Repairs of office buildings.	MA						300,000.00				Works Department	MA	
Minor maintenance of official residence	MA							70,000.00			Works Department	MA	
Maintenance of speed humps	Municipal wide						150,000.00				Works Department	MA	
<b>Sub-Total</b>							<b>8,630,000.00</b>	<b>220,000.00</b>					
<b>Grand total</b>							<b>377,300.00</b>	<b>12,726,794.68</b>	<b>2,642,334.00</b>	<b>869,904.8</b>			
							<b>GHC 16,616,333.48</b>						

**Annex 7: Annual Action Plan 2029**

NO.	PROJECT	LOC ATIO N	TIME FRAME				COST				PROJECT STATUS		Implementing Agency/Department		
			Q1	Q2	Q3	Q4	GoG	DACF	IGF	Other	NEW	ONGOI NG	Lead	Collaborating	
OBJECTIVE: To enhance transparency and accountability in governance.															
PROGRAMME: Governance & Public Accountability															
	Organization of National Celebration	Oforikrom						100,000.00	60,000.00					MA	Central gov't, Ministries
	Organize fee-fixing Resolution, Stakeholders' engagement on Public Financial Management and gazetting of fee fixing (2025)	Oforikrom							50,000.00					Budget C'ttee, Central Adm.	Ass. Mem., Private sector
	Conduct Planning	Oforikrom							70,000.00					Planning Unit,	Central Adm

	and Budgeting activities												Budget Unit	
	Monitor Assembly Projects	Municipal wide					350,000.00						Planning Unit, Budget Unit	Central Adm
	Prepare composite budget and revenue improvement action plan	Municipal wide					60,000.00	50,000.00					Budget C'ttee, Central Adm.	Ass. Mem., Private sector
	Support sub-structures and community-initiated projects	Municipal wide					260,000.00	120,000.00					Central Admin.	MA
	Undertake Audit Activities of M.A	Oforikrom					45,000.00	90,000.00					Internal Audit Unit	Audit Service
	Organize training for	Municipal						16,000.00					Co-ord, GSFP	GES

	nutritional package for school feeding caters and food vendors	wide												
	Organize MCE courtesy tour/ Community Engagement	Municipal wide					55,000.00	110,,000.00					Central Admin.	MA
	Monitor and undertake the Ghana School Feeding Program (GSFP)	Select ed Schools						12,000.00					Co-ord, GSFP	GES
	Celebration of international Women's Day	Mancell College						15,000.00					Gender Desk officer	MA
	Conduct HIV/AIDS M&E Activities	Municipal Wide							450,000.00				HIV/AIDS Focal Person	GHS, GES

<b>Sub-Total</b>		<b>870,000.00</b>	<b>593,000.00</b>	<b>450000</b>	
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OBJECTIVE: To harmonize the process of procurement plan to secure a judicious, economic and efficient use of public funds

PROGRAMME: Procurement activities

	Consistent review and approval of procurement plan updates	Municipal Conference Room						35,000.00				Procurement Unit	Tender Committee
	Training for Procurement Staff on procurement related issues	As per the invitation letter						50,000.00				Procurement unit	Public Procurement unit
	Procurement of Office Facilities, Supplies and Accessories	Procurement Unit					150,000.00	140,000.00				Procurement Unit	MCE/MCD
<b>Sub-Total</b>							<b>150,000.00</b>	<b>225,000.00</b>					

OBJECTIVE: To increase crop yields by 60% within four years

PROGRAMME: Feed Ghana program and Agric related activities

	conduct monitoring and evaluation of all Agric. Programs and project	Entire Municipal					6,000.00		6,000.00				MDA	Dept. of Agric., OfMA
	Training of farmers on snail and mushroom production as an income generating activities (Local Economic Activity (LED))	Municipal wide							12,000.00					Dept. of Agric., OfMA
	Training of women and youth on the preparation of wean mix as an alternative source of livelihood	Municipal wide							10,000.00					OfMA, Dept. of Agric.

	Office running and administration (internet connectivity, stationaries, electricity, water and toiletries)	Boms o					5,000.00		7,000.00				MDA	Dept. of Agric., OfMA
	Organize one planning session	Boms o							6,000.00				MDA	Dept. of Agric.
	Carry out sensitization and vaccination of cats and dogs against rabies	Municipal wide							6,000.00				VET	OfMA, Dept. of Agric
	Vehicle (insurance, road worthy, fuel and maintenance )	Boms o					40,000.00		40,000.00				MDA	OfMA, Dept. of Agric.

	Training of women groups on the inclusion of local foods in the daily diet	Municipal wide						5,000.00				Extension, WIAD	OfMA, Dept. of Agric.
	Establish field demonstrations on modern vegetable production techniques (home gardening, organic production)	Municipal wide						5,000.00				Extension, Crops	OfMA, Dept. of Agric.
	Celebration of Farmer's Day	Municipal wide					160,000.00	90,000.00				Dept. Agric	of MA
<b>Sub-Total</b>							<b>51,000.00</b>		<b>257,000.00</b>				
Finance													
OBJECTIVE: To enhance transparency and accountability in governance													

PROGRAMME: Revenue Mobilisation														
	Train Revenue Collectors	MA						33,000.00	31,000.00				Finance/Budget	Revenue collectors
	Preparation of Annual Accounts	MA							35,000.00				Finance	MA
	Support GIFMIS Implementation	MA							35,000.00				Finance	Budget
	Support For Revenue Generation/Preparation of Revenue Improvement Action Plan (RIAP)	MA							40,000.00				Finance	Budget
<b>Sub-Total</b>								<b>33,000.00</b>	<b>141,000.00</b>					
<p>OBJECTIVE: To reduce indiscriminate waste dumping by 75% by the end of 2028</p> <p>To increase Community awareness on Environmental pollution by 80% the end of 2029</p>														

PROGRAMME: Environment & Sanitation Enhancement Program														
	Sensitize communities on good Environmental sanitation Practices	Municipal wide							11,000.00				EHU	Assembly members and other stakeholders
	Organize hygiene education in schools and communities	Municipal wide							10,000.00				EHU	G.E.S
	Support fumigation and sanitation activities	Municipal wide						500,000.00					EHU	Zoomlion waste Management Ltd
	Procure two tricycle to improve solid waste collection	Bomso						220,000.00					EHU	Adminstration
	Evacuation of refuse dumps.	Bomso						350,000.00					EHU	Works Department.

	Premises inspection of ,Domiciliary ,hospitality, Heathcare,h ostels,hotels ,schools and sanitary sites	Municipal wide						30,000.00	20,000.00				EHU	
	Construction of skip pad	Anwomaso, Deduako, Anloga East						851,840.00					EHU	Works Department
	Monitor and supervise solid and liquefied waste management, landfill site and disposal	Municipal wide						300,000.00					EHU	Zoomlion waste management Ltd
	Support pauper burial	Municipal wide							50,000.00				EHU	Ghana police service

	Educate the public on noise control and pollution	Municipal wide						18,000.00				EHU	EPA
	Weeding the principal streets(median),public places and collect weeds within the municipality	Municipal wide					330,000.00	200,000.00				EHU	Administration
	Organize monthly clean-up exercise and routine sweeping of public places	Municipal wide					350,000.00	200,000.00				EHU	Administration
	Sensitize and screen school feeding caterers, food vendors on	Municipal wide						40,000.00				EHU	Laboratory technicians

	nutrition packages.													
	Sensitize community members on the benefits of household toilets facilities	Municipal wide					20,000.00	45,000.00					EHU	Assembly members and opinion leaders
	Procurement of sanitary materials, chemicals, and consumables	Municipal wide						100,000.00					EHU	Administration
	Enforce the law and undertake prosecution	Municipal wide						27,000.00					EHU	Judiciary service, Ghana police service
	Sensitize community members on air pollution and climate change	Municipal wide						30,000.00					EHU	EPA
	Train 2	Municipal						25,000.00					EHU	Judiciary

	environmental health officers on prosecution	ipal wide						0					services
	Dredge streams and choked drains	Municipal wide					370,000.00					EHU	Work Dept.
	Train and equip 4 environmental health officers on IT and data collection on sanitation activities	Municipal wide					25,000.00					EHU	Human resource Dept.
<b>Sub-Total</b>							<b>3,321,840</b>	<b>781,000.00</b>					
OBJECTIVE: To enhance transparency and accountability in governance.													
PROGRAMME: Governance &Public Accountability													
	Embark on Public Sensitization/Education exercises on	Municipal Wide					25,000.00	-				Information Services Department	MA

	Assembly Programmes and activities.													
	Embark on Public Sensitization and Public Awareness on the Right to Information Act.	Municipal Wide						25,000.00					Information Services Department	MA
	Compile an up-to-date information manual for the Assembly	Office of the Assembly						16,000.00					Information Services Department	MA
	Undertake media Coverage on assembly programmes	Municipal Wide						2,100.00					Information Services Department	MA
	Produce tailor made jingles on the activities/pr	Municipal Wide						35,000.00					Information Services Department	MA

	programmes of the assembly to be aired on information centres													
<b>Sub-Total</b>									<b>122,000.00</b>					
OBJECTIVE: To increase the number of classroom blocks by 50% by the end of 2029 and improve the quality and safety of existing school infrastructure by the end of 2029														
PROGRAMME: Basic Education Infrastructure and Support Program														
	Organize My First Day at School	Municipal Wide						65,000.00						GES MA
	Undertake Guidance & Counselling activities	Municipal Wide						40,000.00						GES MA
	Conduct Mock Examination	Municipal Wide					200,000.00							GES MA
	Organize Best Teacher	Municipal Wide					1100,000.00							GES MA

	Award													
	Organize Spam	Municipal Wide							45,000.00				GES	MA
	Organize STME Programme	Municipal Wide						100,000.00	90,000.00				GES	MA
	Orientation & Induction of Newly Trained Teachers	Municipal Wide					16,000.00						GES	MA
	Provision of Furniture	Municipal Wide					350,000.00						GES	MA
	Construction of 6-Unit Classroom Block	Weso School						50,000.00					GES	MA
<b>Sub-Total</b>							<b>577,000.00</b>	<b>255,000.00</b>	<b>135,000.00</b>					
OBJECTIVE: To enhance transparency and accountability in governance														
PROGRAMME: Civic Education Program														
	Education on Child's	Churches,							4,500.00				NCCE	Social Welfare

	Protection Issues	Mosque, Info. Centers and Identifiable Groups, Schools											
	Education on Environmental Governance (Sanitation)	Schools, churches and Communities & Info. Centers							5,000.00			NCCE	Environmental & Sanitation
	Education on Peaceful Coexistence and National Cohesion	Communities, Churches, Mosque and Identifiable							4,000.00			NCCE	-

		Group s												
	Constitution Week Celebration	Identif iable Group s, Churc hes, Mosq ue, Info. Centre s								4,000.00			NCCE	-
	Citizenship Week Celebration	Basic Schoo ls								3,500.00			NCCE	-
	Education on NACAP	Com muniti es, Identif iable Group s, Info Centre s								5,500.00			NCCE	NACAP Committee of the Assembly and CHRAJ
	Tax Education	Com muniti es, Identif								7,000.00			NCCE	District Assembly

		iable Group s, Info Centre s												
	Education on Duties of District Assembly	Com muniti es, Identif iable Group s, Info Centre s, Mkt							6,500.00				NCCE	District Assembly
	Formation of CECs	5 Select ed Schoo ls							4,800.00				NCCE	Assembly members
	Education on Environmen tal Protection	Com muniti es, Identif iable Group s, Info Centre s							3,500.00				NCCE	Environmenta l and Sanitation Department &NADMO
<b>Sub-Total</b>									<b>48,300.00</b>					

													00		
OBJECTIVE: To enhance transparency and accountability in governance															
PROGRAMME: Birth and Death registration															
	Organize forums and Educate communities on the need of birth and death registration on communities	Municipal wide							23,000.00					B&D	ISD
<b>Sub-Total</b>									<b>23,000.00</b>						
URBAN ROAD															
OBJECTIVE: To repair 80% deteriorated roads by the end of 2029															
PROGRAMME: Road Infrastructure Development Program															
	Reshaping of selected roads within the municipality	Municipal wide						450,000.00						DUR	WORKS

	Minor Drainage repair works on selected roads	Municipal wide					400,000.00					DUR	WORKS
	Construction of speed humps at selected areas	Municipal wide					800,00.00					DUR	WORKS
	Construction of 1.2 pipe culvert at Deduako	Mun. Wide						100,000.00				DUR	WORKS
	Installation of road safety interventions within the municipality	Municipal wide						300,000.00				Transport Dept.	RUR
	Pothole patching on selected roads within the municipality	Municipal wide						120,000.00				DUR	Mun. Assembly
	Constructio	Ayigy					250,000.0					DUR	WORKS

	n of 100m "U" Drain	a- Akete go, Anwo maso, Kenti nkron o, Aprad e, Ayigy a Zongo , Ayigy a Ahenb ronum , Tech Juncti on, Akete go (Adu masa), Ayigy a M/A school , Mang o ase to Centra						0						
--	------------------------	--	--	--	--	--	--	---	--	--	--	--	--	--

		1 Mosque											
<b>Sub-Total</b>								<b>1,500,000.00</b>	<b>420,000.00</b>				
OBJECTIVE: To strengthen national disaster resilience and response capacity.													
PROGRAMME: Climate change adaptation programs													
	Education And Sensitization (Fire, Flood & Climate Change)	OFFICE OF THE ASSEMBLY						8,500				NADMO	MUNICIPAL ASSEMBLY
	Capacity Training (Workshops, Seminars, Training And Drills)	OFFICE OF THE ASSEMBLY						8,000				STAKEHOLDERS	NADMO STAFF
	Disaster Assessment,	OFFICE						4,500.00				NADMO	PHYSICAL PLANNING,

	Monitoring & Evaluation	OF THE ASSEMBLY											WORKS DEPT. GHANA NATIONAL FIRE SERVICE.
	Procurement Of Disaster Relief Items	OFFICE OF THE ASSEMBLY					300,000.00					PROCUREMENT	NADMO HEADQUARTERS MUNICIPAL ASSEMBLY
	Dredging of Waterways	Anloga East						450,000.00				NADMO	WORKS DEPT
<b>Sub-Total</b>							<b>300,000.00</b>	<b>471,000.00</b>					
OBJECTIVE: To develop adequate, safe, and well-structured lorry stations and terminals by the end of 2029													
PROGRAMME: Road Infrastructure Development Program													
	Organize two Road Safety Sensitization	Oforikrom Municipal						20,000.00					Transport Dept

	n													
	Collecting and Updating Data on Transport Network	Municipal Wide						10,000.00					Transport Dept	
	Printing and issuance commercial vehicle stickers	Municipal Wide						4,000.00					Transport Dept	
	Organize at least one transport terminal inspection	Municipal Wide						5,000.00					Transport Dept	
<b>Sub-Total</b>								<b>39,000.00</b>						
OBJECTIVE: Strengthen participatory governance and citizen engagement														
PROGRAMME: Data Collection														
	Monthly Market Reading	MA						20,000.00					Statistics	GSS
	Updating of	Munic					40,000.0	35,000.0					Statistics	GSS

	Administrative Date	ipal Wide					0		0					
<b>Sub-Total</b>							<b>40,000.00</b>		<b>55,000.00</b>					
OBJECTIVE: to improve staff performance by 100%														
PROGRAMME: Staff Capacity Building														
	Monitoring of HR activities	MA					50,000.00						HR Department	All Departments/Units
	Organise staff Durbar for all staff	MA					70,000.00						HR Department	All Departments/Units
	Build the Capacity of all staff	Bannis Villa					180,000.00		60,000.00				HR Department	All Departments/Units
	Health Walk and Health Talk	MA					25,000.00						HR Department	Health Directorate
	Organise games for all staff	Kotei Astroturf					70,000.00						HR Department	Sports Authority
<b>Total</b>							<b>395,000.00</b>		<b>60,000.00</b>					

Objective: To improve spatial development by the end of 2029													
Programme: Land use planning and management													
	Revision of planning schemes	MA						80,000.00	60,000.00			PPD	Traditional Authorities, Survey Dept, Finance, MA
	Preparation of structure plan for Oforikrom	MA						140,000.00				PPD	Survey Dept, LUSPA, RCC, Finance, MA
	Installation of street poles in the municipality	MA						250,000.00				PPD	Procurement, Finance, Budget Unit
	Conduct spatial activities	MA						110,000.00	50,000.00			PPD	MA
<b>Sub-Total</b>								<b>580,000.00</b>	<b>140,000.00</b>				
OBJECTIVE: To boost tourism potential and To develop 3 key tourist sites by 2029													
PROGRAMME: Tourism development program													

	Celebration of Ghana Month	Municipal Wide						20,000.00				Cultural Office	All staff
	Students Engagement on Culture	Municipal Wide						19,000.00				Cultural Office	Centre for National Culture, Ksi.
	Courtesy Call on traditional Chiefs	Municipal Wide						35,000.00				Administration	Cultural Office
<b>Sub-Total</b>								<b>74,000.00</b>					
OBJECTIVE: Promote entrepreneurship and small business development													
PROGRAMME: Social Inclusion, Skills and Enterprise Support Program													
	SME Innovation & Inclusion Program – Digitalize for Jobs (D4J)	Municipal wide					80,000.00	40,000.00				Business Advisory Centre	Social Welfare
	Business in the box BIXBOX	Municipal wide					80,000.00	40,000.00				Business Advisory Centre	MA

Total							160,000	80,000					
OBJECTIVE: To increase enrollment and participation of at least 70% of identified vulnerable groups on social protection programs within 12 months.													
PROGRAMME: social protection programs and community engagement													
	Support registered PWDs/ Organizations through DFMC activities.						11,000.00		10,000.00				DFMC/GFDO -OfMA
	Monitor activities, renew certificates of existing DCCs/NPOs/RHCs and process new ones for registration.						18,000.00		17,000.00				DCCs/NPOs/RHCs Operators/Regional DSW/DCD
	Link						17,000.00	<b>17,000.00</b>	2,000.00				NHIA/NPOs/

identified vulnerable persons/groups (e.g. Indigent package with NHIA)						0							ASSEMBLERS
Organize capacity/skill training workshop for DCC/NGO operators and PWDs.							47,000.00	30,000.00					PROPRIETORS OF DCC/GFDO LEADERS
Sensitize communities on assessing social welfare services								3,000.00					ISD
Provide hospital welfare services for in-patients.							7,000.00	8,000.00					MHD/FACILITY OWNERS
Provide probation							4,000.00	1,000.00					DOVVSU/GPS/JS

services for children in conflict and in contact with the law.													
Educate parents/children on positive parenting skills & building positive self-image.								5,000.00					UNICEF/PARENTS/SSCHOOL HEADS
Record and manage reported Child & Family Welfare cases.								4,000.00	10,500.00				SOCIAL SERVICES SECTOR PLAYERS
Sensitize 22 communities & organized groups/Churches/mosques on								3,000.00					ASSEM. MEMBERS, GROUP/RELIGIOUS LEADERS

	disability rights.												
	Educate women on conflict resolution and peace building.							3,000.00					WOMEN'S/ MEN'S ASSOCIATIONS
	Empower PWDs on financial literacy & entrepreneurship.							3,500.00					DFMC/GFDO -OfMA
	Conduct survey and profile 11 communities for community development.						583,400.00	30,000.00					MHD/GPS/M CE
	Collaborate with MHD/GPS to educate on substance abuse & its							5,000.00					NCCE

	impact on the youth.													
<b>Sub-Total</b>							<b>46,000.00</b>	<b>658,400.00</b>	<b>124,500.00</b>	<b>10,500.00</b>				
OBJECTIVE: To improve the quality of health infrastructure by the end of 2029														
PROGRAM: Health Infrastructure & Service Delivery														
	Organize Refresher training for Clinicians on identification and referral of priority diseases and embark on active case search for priority diseases, collect and transport samples to the appropriate sites.	Municipal Wide					83,000.00		4,000.00				Disease Control Unit	Municipal Director
	Organize	Municipal					72,500.00						Disease	Municipal

	immunization sessions at all the zones throughout the year.	ipal Wide						2,000.00				Control Unit	Director
	Conduct operational research on immunization coverage.	Municipal Wide					10,000.00					Disease Control Unit	Municipal Director
	Organize periodic reviews and holistic assessment of health indicators and track performance to carve out ways for improvement.	Municipal Wide					19,000.00	4,000.00				Disease Control Unit	Municipal Director
	Community screening to detect cases of hypertension, diabetes, breast,	Municipal Wide					11,000.00	11,000.00				Municipal NCDs Committee	Municipal Director

	cervical cancers and other NCDs													
	Conduct community awareness and sensitization on malaria prevention interventions.	Municipal Wide					6,000.00			12,000.00			Municipal Malaria Focal Person	Municipal Director
	Conduct facility level data validation and supportive visits on malaria interventions	Municipal Wide					13,000.00			11,000.00			Municipal Malaria Focal Person	Municipal Director
	Conduct periodic refresher training on malaria case management.	Municipal Wide					8,000.00			14,000.00			Municipal Malaria Focal Person	Municipal Director

	Build staff capacity in FP services and increase public health awareness in FP.	Municipal Wide							45,000.00				Municipal Public Health Nurse	Municipal Director
	Strengthen referral system within the Municipality among health facilities.	Municipal Wide							25,000.00				Municipal Public Health Nurse	Municipal Director
	Conduct refresher training for midwives on safe motherhood protocols in the Municipality.	Municipal Wide							25,000.00				Municipal Public Health Nurse	Municipal Director
	Upgrading	Kenti					350,000.0						Works	MA

	of CHPs Compound to health centre	nkron o						0						Department		
<b>Sub-Total</b>								<b>572,500.0</b>	<b>21,000.0</b>	<b>132,000.00</b>						
OBJECTIVE: To increase the number of health facilities by 50% within the next 4 years																
PROGRAMME: HIV Awareness program																
	Organise MAC meetings	4	MA					23,550.00						HIV focal person	MHD	
	Organise MAC meetings	4	MA					23,550.00						HIV focal person	MHD	
	Monitor activities of 6 hospitals on PMTCT, HTC and ART Site		Munic ipal Wide					19,000.00						HIV focal person	MHD	
	Sensitization of 4 SHS on HIV related topics		Munic ipal Wide					19,000.00						HIV focal person	MA	
	Monitor	4	Munic					19,000.00						HIV focal	MHD	

	schools on HIV school alert Programs	ipal Wide					0						person	
	Organise world AIDS day celebration	MA					25,000.00						HIV focal person	MA
	Organise programs to educate general public on PMTCT and stigma at 4 information centers	Ayeduase, Ayigyia, Oforikrom, Kotei					18,000.00						HIV focal person	MHD
<b>Sub-Total</b>							<b>147,050.00</b>							
OBJECTIVE: To ensure effective, efficient and sustainable infrastructural delivery														
PROGRAMME: Security Enhancement Program, Infrastructure Development and Asset Management Programme ,Community Lighting Enhancement & Water Expansion Program														
	Construction of classroom block	Dedua ko						720,000.00					Works Department	MA

	Renovation of classroom block	Appia du						520,000.00					Works Department	MA
	Construction of computer lab	Deduko M/A						320,000.00					Works Department	MA
	Manufacturing of school furniture	Anloga west						650,000.00					Works Department	MA
	Fencing of school	Kentinkrono MA						650,000.00					Works Department	MA
	Construction of Institutional toilet	Oforikrom A						370,000.00					Works Department	MA
	Supply of computer equipment	Kentinkrono MA						200,000.00					Works Department	MA
	Construction of school park	Bomso MA						350,000.00					Works Department	MA
	Provision of boreholes	Oforikrom						500,000.00					Works Department	MA

		East											
	Maintenance of boreholes	Appia du					350,000.00						Works Department MA
	Provision of street light	Koko ben					510,000.00						Works Department MA
	Construction/Expansion of Market	Kotei					650,000.00						Works Department MA
	Construction of durbar grounds	Ayigya-Adumase					450,000.00						Works Department MA
	Planting of grass on school field	Oforikrom					400,000.00						Works Department MA
	Construction of police station	Kentinkrono,					520,000.00						Works Department MA
	Construction of foot bridge	Anloga East (Jacks on square New road)					650,000.00						Works Department MA

OBJECTIVE: To ensure effective, efficient and sustainable infrastructural delivery

PROGRAMME: Security Enhancement Program, Infrastructure Development and Asset Management Programme ,Community Lighting Enhancement & Water Expansion Program

	Maintenance of public sanitary facilities.	Municipal wide						100,000.00	20,000.00			Works Department	MA
	Renovation and rehabilitation of schools.	Municipal wide						350,000.00				Works Department	MA
	Maintenance of Official Vehicles	MA						30,000.00	50,000.00			Works Department	MA
	Maintenance of Municipal Assembly Building	MA						250,000.00				Works Department	MA
	General maintenance of furniture.	MA							50,000.00			Works Department	MA

	Minor maintenance of official residence	MA						90,000.00				Works Department	MA
	Maintenance of Markets	Municipal wide					70,000.00					Works Department	MA
	Repairs of office buildings.	MA					300,000.00					Works Department	MA
	Maintenance of Lorry Parks	Municipal wide					200,000.00					Works Department	MA
	Maintenance of Office Equipment	MA						200,000.00				Works Department	MA
	Maintenance of Residential Accommodation	MA						120,000.00				Works Department	MA
		Munic					200,000.0					Works	MA

	Dislodging and Renovation of Public Toilet Facilities	Municipal wide						0					Department	
	Maintenance of speed humps	Municipal wide						200,000.00					Works Department	MA
<b>Sub-Total</b>								<b>9,560,000.00</b>	<b>530,000.00</b>					
<b>Grand total</b>							<b>231,100.00</b>	<b>15,951,200.00</b>	<b>3,119,700.00</b>	<b>1,143,000.00</b>				
							<b>GHC 20,735,000.00</b>							

**Annex 8: Compound Matrix**

Major Environmental Concerns	Natural Resources						Socio-cultural Issues						Economic Issues				Institutional Issues						
<p><b>Major Environmental Concerns/Issues</b></p> <p><b>Policy Objectives</b></p>	Illegal mining activities	Deforestation through illegal felling &	Illegal Sand winning activities	Pollution of water bodies	Poor waste management	Climate Change	Continuous spread of HIV/AIDS	Teenage pregnancy & school dropouts		Local Participation in development			Unemployment especially among the youth	Poor road network (especially to		Underdeveloped tourist sites	Slow local economic growth	Low participation of women in Local			Inconsistent stakeholder collaboration		
<p>Improve financial literacy and creditworthiness of SMEs</p>	0	0	0	0	0	0	+	+	0	+	+	+	+	-	+	+	+	+	0	0	0	+	+

Expand entrepreneurship training among youth	+	+	+	-	+	+	0	+	+	0	+	+	+	+	0	+	+	+	+	0	0	0	+	+
Reduce pollution and land degradation	+	+	+	+	+	+	0	0	+	0	+	+	+	+	0	0	+	+	0	0	+	+	+	+
Repair 80% of deteriorated roads	0	-	-	-	+	+	0	0	+	0	+	+	+	+	+	0	+	+	0	0	0	+	+	+
Improve the quality and safety of existing school infrastructure	+	0	0	+	+	0	0	+	0	0	+	+	+	+	0	0	0	+	+	+	+	+	+	+

Improve the quality of health infrastructure	+	+	+/-	+	+	+	+	0	+	0	+	+	0	+	0	0	0	+	+/0	0	0	0	0	+
Reduce crime rate by 70%	+	+	+	+	+	+	0	+	+	+	+	+	+	+	0	+	+	+	+	+	+	+	+	+
Increase citizen involvement in planning and monitoring of development projects.	+	+	+	+	+	+	0	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
Improve spatial development	+	+	+	+	+	+	0	0	+	+	+	+	+	+	+	0	+	+	+	+	+	+	+	+
Reduce youth unemployment	+	+	+	0	+	+	+	+	+	0	0	+/ 0	+	+	0	+	+	+	+	+	+	+	+	+

**Annex 9: Compound Matrix: Record Sheet**

**Description of Policy under review:** Improve financial literacy and creditworthiness of SMEs

Record Sheet for Ensure improved fiscal performance and sustainability

NATURAL RESOURCES	REASONS	SCORE
<b>Illegal mining activities</b>	One help already existing business manage their finances better while the other involves stopping illegal mining activities	<b>0</b>
<b>Deforestation illegal felling &amp; charcoal production</b>	Illegal felling of trees for charcoal production has no direct impact on improving financial literacy and creditworthiness of SMEs.	<b>0</b>
<b>Sand winning activities</b>	Illegal sand winning has no correlation with improving financial literacy and creditworthiness of SMEs	<b>0</b>
<b>Protection of water bodies</b>	SMEs is related to business finance while water pollution is an environmental issue.	<b>0</b>
<b>Pollution and waste management</b>	Financial literacy and creditworthiness of SMEs do not solve the issue of poor waste management.	<b>0</b>
<b>Climate Change</b>	Financial literacy does not have any direct impact on climate change.	<b>0</b>

<b>SOCIO-CULTURAL</b>		
<b>Continuous spread of HIV/AIDS</b>	HIV/AIDS transmission has no correlation with improving financial literacy and creditworthiness of SMEs	<b>0</b>
<b>Teenage pregnancy and school dropouts</b>	Financial literacy will help SMEs save more and take care of their families; this will prevent girls from depending on boys for their daily needs which has been a major cause of teenage pregnancy	+
<b>High poverty levels of some households</b>	Improving financial literacy and creditworthiness will help SMEs expand their scale of operations; this will reduce the poverty in households.	+
<b>Land and chieftaincy disputes</b>	Improving financial literacy and creditworthiness of SMEs does not have any impact on land and chieftaincy disputes	<b>0</b>
<b>Local Participation in development</b>	Improving financial literacy will help SMEs to invest in local projects and initiatives.	+
<b>Disabilities and vulnerable groups</b>	Improved financial stability helps SMEs to create more jobs opportunities which benefit the vulnerable in society.	+
<b>Attainment of the MDGs</b>	Improving financial literacy have positive impact on the attainment of SDG 8,9 and 17.	+

<b>ECONOMIC ISSUES</b>		
<b>Unemployment especially among the youth</b>	Improving financial literacy will enable SMEs to invest in new initiatives which will create new job and reduce unemployment	+
<b>Poor road network (especially to hinterlands)</b>	Poor roads limit SME access to markets and financial institutions	-
<b>Limited Access to credit facilities</b>	Improving financial literacy and creditworthiness of SMEs increase their credibility and the chance to obtain a loan	+
<b>Underdeveloped tourist sites</b>	Improving financial literacy and creditworthiness of SMEs will enable SMEs to invest in new innovations at tourist sites, this will attract tourists to the site and subsequently, the development of the site.	+
<b>Slow economic growth</b>	Improving financial literacy and creditworthiness of SMEs has positive impact on slow local economic growth by speeding up economic growth.	+
<b>INSTITUTIONAL</b>		
<b>Low participation of women in Local governance</b>	Empowering women through SME training enhances inclusivity and production	+
<b>Ineffective sub-district structures</b>	Improving financial literacy and creditworthiness of SMEs has no link with	<b>0</b>

	ineffective sub-district structures since sub-district structures pertain to governance while improving financial literacy and creditworthiness of SMEs deals with finance management.	
<b>Non-enforcement of bylaws</b>	Improving financial literacy and creditworthiness of SMEs has no link with non-enforcement of by-laws since the SMEs are not responsible for the enforcement of these laws.	<b>0</b>
<b>Capacity issues of Assembly Offices and Departments</b>	Improving financial literacy and creditworthiness of SMEs has no relation with capacity issues of assembly offices.	<b>0</b>
<b>Inconsistent stakeholder collaboration</b>	Improving financial literacy and creditworthiness of SMEs empowers entrepreneurs economically, enabling them to participate in decision making effectively	+
<b>Low Public-Private Partnerships</b>	Improving financial literacy and creditworthiness of SMEs empowers SMEs to collaborate with public and private agents.	+

**Description of Policy under review:** Expand entrepreneurship among youth

Record Sheet for Promote international trade and investment

<b>NATURAL RESOURCES</b>	<b>REASONS</b>	<b>SCORE</b>
<b>Illegal mining activities</b>	Entrepreneurship training can offer alternative livelihoods, reducing illegal mining, but if not monitored, some ventures may still exploit natural resources.	+

<b>Deforestation illegal felling &amp; charcoal production</b>	Training may reduce dependence on unsustainable activities, though some businesses might still rely on forest products.	+
<b>Sand winning activities</b>	Encouraging youth entrepreneurship provides alternative income sources, reducing such illegal activities.	+
<b>Protection of water bodies</b>	Entrepreneurial ventures could either reduce or worsen pollution depending on environmental education; generally negative if not managed.	-
<b>Pollution and waste management</b>	Entrepreneurship training can promote innovation in recycling and waste management businesses.	+
<b>Climate Change</b>	Entrepreneurship training can support green businesses and climate-smart innovation	+
<b>SOCIO-CULTURAL</b>		
<b>Continuous spread of HIV/AIDS</b>	Expand entrepreneurship training among youth will reduce the reliance on sex as source of income.	+
<b>Teenage pregnancy and school dropouts</b>	Entrepreneurship opportunities motivate youth to stay engaged productively, reducing idle time and vulnerability.	+
<b>High poverty levels of some households</b>	Entrepreneurship training improves self-employment and income, reducing poverty.	+
<b>Land and chieftaincy disputes</b>	No direct relationship between entrepreneurship and land conflicts.	0

<b>Local Participation in development</b>	Youth entrepreneurship improves community engagement and innovation in local development.	+
<b>Disabilities and vulnerable groups</b>	Entrepreneurship training can empower vulnerable groups through inclusive programs.	+
<b>Attainment of the MDGs</b>	Directly supports SDGs on decent work, innovation, and poverty reduction.	+
<b>ECONOMIC ISSUES</b>		
<b>Unemployment especially among the youth</b>	Main positive impact — training equips youth to start their own businesses and create jobs.	+
<b>Poor road network (especially to hinterlands)</b>	Poor road networking issue not affected directly by entrepreneurship training.	<b>0</b>
<b>Limited Access to credit facilities</b>	Trained entrepreneurs are more likely to understand and access financing options.	+
<b>Underdeveloped tourist sites</b>	Youth entrepreneurship can develop tourism-based businesses	+

<b>Slow economic growth</b>	Expanding entrepreneurship boosts local productivity and growth.	+
<b>INSTITUTIONAL</b>		
<b>Low participation of women in Local governance</b>	Training programs can empower young women to access more opportunities to take on leadership and business roles.	+
<b>Ineffective sub-district structures</b>	Not directly related.	0
<b>Non-enforcement of bylaws</b>	No direct link unless tied to business regulation.	0
<b>Capacity issues of Assembly Offices and Departments</b>	though entrepreneurship programs may collaborate with local offices.	0
<b>Inconsistent stakeholder collaboration</b>	Entrepreneurship initiatives often strengthen collaboration between stakeholders.	+
<b>Low Public-Private Partnerships</b>	Entrepreneurship promotion enhances PPPs through youth-led ventures.	+

**Description of Policy under review:** Reduce pollution and Land degradation

Record Sheet for Ensure energy availability and reliability

<b>NATURAL RESOURCES</b>	<b>REASONS</b>	<b>SCORE</b>
<b>Illegal mining activities</b>	Reducing pollution and land degradation directly reduces illegal mining.	+
<b>Deforestation illegal felling &amp; charcoal production</b>	Reducing land degradation involves protecting forests and discouraging deforestation.	+
<b>Illegal sand winning activities</b>	Policy discourages activities that destroy land and helps minimise the environmental impact of sand winning	+
<b>Protection of water bodies</b>	Reducing pollution and land degradation reduces water bodies pollution	+
<b>Pollution and waste management</b>	Reducing pollution and land degradation involves improving waste management practices	+
<b>Climate Change</b>	Reducing pollution contributes to mitigate climate change impact.	+
<b>SOCIO-CULTURAL</b>		
<b>Continuous spread of HIV/AIDS</b>	No direct relationship with pollution and land degradation control.	<b>0</b>
<b>Teenage pregnancy and school dropouts</b>	Indirect link at most, as environmental policy does not directly affect education or social behavior.	<b>0</b>

<b>High poverty levels of some households</b>	Improved environmental management can create green jobs and sustainable livelihoods.	+
<b>Land and chieftaincy disputes</b>	Environmental management does not directly address land ownership conflicts.	<b>0</b>
<b>Local Participation in development</b>	Reducing pollution requires local involvement in community-based initiatives.	+
<b>Disabilities and vulnerable groups</b>	Cleaner environments and sustainable land use benefit vulnerable populations most.	+
<b>Attainment of the MDGs</b>	Directly supports SDG goals related to clean water, life on land, and climate action.	+
<b>ECONOMIC ISSUES</b>		
<b>Unemployment especially among the youth</b>	Environmental initiatives can create green jobs in recycling, reforestation, and eco-tourism.	+
<b>Poor road network (especially to hinterlands)</b>	Road infrastructure issues are not directly affected by pollution control..	<b>0</b>
<b>Limited Access to credit facilities</b>	No direct link unless environmental projects require financial support.	<b>0</b>

<b>Underdeveloped tourist sites</b>	Cleaner and restored environments make areas more attractive for tourism.	+
<b>Slow economic growth</b>	Sustainable land and resource use promote long-term economic development.	+
<b>INSTITUTIONAL</b>		
<b>Low participation of women in Local governance</b>	Environmental policy doesn't directly influence women representation in governance.	<b>0</b>
<b>Ineffective sub-district structures</b>	Reducing pollution and land degradation is not directly related to ineffective sub-district structures.	<b>0</b>
<b>Non-enforcement of bylaws</b>	Strong enforcement of environmental by-laws is essential to reduce pollution.	+
<b>Capacity issues of Assembly Offices and Departments</b>	Improving institutional capacity helps in enforcing environmental standards.	+
<b>Inconsistent stakeholder collaboration</b>	Reducing pollution improves collaboration among institutions and communities.	+

<b>Low Public-Private Partnerships</b>	Reducing pollution and land degradation is enhanced through public-private partnerships.	+
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**Description of Policy under review:** Repair 80% of deteriorated roads

Record Sheet for Enhance production and supply of quality raw materials

<b>NATURAL RESOURCES</b>	<b>REASONS</b>	<b>SCORE</b>
<b>Illegal mining activities</b>	Road repair does not directly affect illegal mining activities..	+
<b>Deforestation illegal felling &amp; charcoal production</b>	Road repair may increase accessibility to forest areas, potentially leading to deforestation.	-
<b>Sand winning activities</b>	Road construction may require sand and gravel, which could increase illegal sand winning if not regulated.	-
<b>Protection of water bodies</b>	Construction activities can cause erosion, runoff, and pollution of nearby water bodies if not managed properly.	-
<b>Pollution and waste management</b>	Road repair will help access places for waste collection and disposal.	+
<b>Climate Change</b>	Better roads can reduce traffic congestion and fuel wastage, leading to	+

	lower emissions.	
<b>SOCIO-CULTURAL</b>		
<b>Continuous spread of HIV/AIDS</b>	No direct relationship, although construction zones might attract migrant workers, slightly increasing	<b>0</b>
<b>Teenage pregnancy and school dropouts</b>	Road repair does not directly affect teenage pregnancy and dropout.	<b>0</b>
<b>High poverty levels of some households</b>	Improved roads facilitate trade, reduce transport costs, and improve livelihoods	<b>+</b>
<b>Land and chieftaincy disputes</b>	Road repair is not directly linked to land and chieftaincy disputes.	<b>0</b>
<b>Local Participation in development</b>	Communities may be involved in road maintenance and monitoring, enhancing participation	<b>+</b>
<b>Disabilities and vulnerable groups</b>	Better roads improve mobility and accessibility for persons with disabilities and vulnerable groups.	<b>+</b>
<b>Attainment of the MDGs</b>	Contributes to SDG 9 (Infrastructure) and SDG 11 (Sustainable Cities and Communities).	<b>+</b>
<b>ECONOMIC ISSUES</b>		

<b>Unemployment especially among the youth</b>	Road repair projects create short-term jobs and stimulate local economies.	+
<b>Poor road network (especially to hinterlands)</b>	Directly addresses this issue by improving accessibility and connectivity.	+
<b>Limited Access to credit facilities</b>	Repair does not directly impact credit access.	0
<b>Underdeveloped tourist sites</b>	Better roads can boost tourism by improving access	0
<b>Slow economic growth</b>	Improved roads can stimulate economic growth.	+
<b>INSTITUTIONAL</b>		
<b>Low participation of women in Local governance</b>	Road repair does not directly impact women's governance participation.	+
<b>Ineffective sub-district structures</b>	Road repair does not directly impact sub-district effectiveness.	+
<b>Non-enforcement of bylaws</b>	Road repair is not linked to by-law enforcement.	0

<b>Capacity issues of Assembly Offices and Departments</b>	Road maintenance projects can build institutional capacity for infrastructure management	+
<b>Inconsistent stakeholder collaboration</b>	Road repairs require coordination among various stakeholders, improving collaboration.	+
<b>Low Public-Private Partnerships</b>	Encourages partnerships through contracts and infrastructure financing.	+

**Description of Policy under review:** Improve the quality and safety of existing school infrastructure

Record Sheet for Ensure improved skills development for industry

<b>NATURAL RESOURCES</b>	<b>REASONS</b>	<b>SCORE</b>
<b>Illegal mining activities</b>	Safer schools will reduce vulnerability of children to dangers at illegal mining sites with improving enrolment levels in schools.	+
<b>Deforestation illegal felling &amp; charcoal production</b>	Improving school infrastructure does not directly affect deforestation or charcoal production.	<b>0</b>
<b>Sand winning activities</b>	Improving school infrastructure does not directly impact sand winning activities.	<b>0</b>

<b>Protection of water bodies</b>	Safer schools emphasize environmental education, potentially reducing pollution	+
<b>Pollution and waste management</b>	School infrastructure includes proper waste management systems, promoting better practices.	+
<b>Climate Change</b>	Improving school infrastructure climate change education.	0
<b>SOCIO-CULTURAL</b>		
<b>Continuous spread of HIV/AIDS</b>	No direct effect on the school infrastructure quality or safety	0
<b>Teenage pregnancy and school dropouts</b>	Better school infrastructure encourages attendance and reduces dropouts.	+
<b>High poverty levels of some households</b>	This issue does not affect school infrastructure safety directly	0
<b>Land and chieftaincy disputes</b>	Improving school infrastructure does not directly impact land disputes.	0
<b>Local Participation in development</b>	Better schools foster community engagement	+
<b>Disabilities and vulnerable groups</b>	Improved quality school infrastructure will ensure inclusive access for persons with disabilities	+

<b>Attainment of the MDGs</b>	Better school infrastructure contributes to quality education (SDG 4).	+
<b>ECONOMIC ISSUES</b>		
<b>Unemployment especially among the youth</b>	Better schools improve education outcomes, potentially reducing unemployment.	+
<b>Poor road network (especially to hinterlands)</b>	Improving school infrastructure does not directly impact road.	0
<b>Limited Access to credit facilities</b>	Improving school infrastructure does not directly credit facilities.	0
<b>Underdeveloped tourist sites</b>	School infrastructure does not directly affect access to tourist sites development.	0
<b>Slow economic growth</b>	Better education through improved schools contributes to economic growth.	+
<b>INSTITUTIONAL</b>		

<b>Low participation of women in Local governance</b>	Better schools empower girls and women through education.	+
<b>Ineffective sub-district structures</b>	Improved schools demonstrate effective management, influencing local structures.	+
<b>Non-enforcement of bylaws</b>	Schools with better infrastructure might enforce the by-laws better, setting examples.	+
<b>Capacity issues of Assembly Offices and Departments</b>	Improving school infrastructure directly impact Assembly Office capacity with monitoring exercise.	+
<b>Inconsistent stakeholder collaboration</b>	Schools with better infrastructure might foster more collaboration.	+
<b>Low Public-Private Partnerships</b>	Improved school infrastructure will attract more partnerships.	+

**Description of Policy under review:** Improve the quality of health infrastructure

Record Sheet for Support entrepreneurs and SME development

<b>NATURAL RESOURCES</b>	<b>REASONS</b>	<b>SCORE</b>
<b>Illegal mining activities</b>	Improving health infrastructure help treat health issues caused by illegal mining activities.	+
<b>Deforestation illegal felling &amp; charcoal production</b>	Better health infrastructure address health problems related to deforestation and air pollution.	+
<b>Sand winning activities</b>	Building new health centers may encourage sand extraction for construction, possibly leading to environmental damage and improved health infrastructure help manage health impacts from sand winning activities like respiratory issues.	+/-
<b>Protection of water bodies</b>	Better health infrastructure treat waterborne diseases caused by pollution.	+
<b>Pollution and waste management</b>	Improved health infrastructure help manage health risks associated with poor waste management.	+
<b>Climate Change</b>	Better health infrastructure help communities adapt to and manage health impacts of climate change.	+

<b>SOCIO-CULTURAL</b>		
<b>Continuous spread of HIV/AIDS</b>	Improved health infrastructure enhances testing, treatment, and awareness programs to reduce HIV/AIDS spread.	+
<b>Teenage pregnancy and school dropouts</b>	Health infrastructure alone may not directly impact teenage pregnancy or school dropouts without targeted education	0
<b>High poverty levels of some households</b>	Improved health infrastructure, provide accessible healthcare, reducing financial burdens on poor households.	+
<b>Land and chieftaincy disputes</b>	Improved health infrastructure does not directly affect local land or chieftaincy disputes.	0
<b>Local Participation in development</b>	Community involvement in building and maintaining health centres can increase participation	+
<b>Disabilities and vulnerable groups</b>	Accessible health centres improve services for people with disabilities and vulnerable groups.	+
<b>Attainment of the MDGs</b>	Better health facilities support SDG 3 (Good Health and Well-being) and other related goals.	+
<b>ECONOMIC ISSUES</b>		
<b>Unemployment especially among</b>	Building and running health centres create jobs for skilled and unskilled	+

<b>the youth</b>	workers.	
<b>Poor road network (especially to hinterlands)</b>	Poor roads make it hard to reach new health centres, limiting their use and benefits.	-
<b>Limited Access to credit facilities</b>	Improving health infrastructure does not directly impact financial access.	0
<b>Underdeveloped tourist sites</b>	Health infrastructure improvements have no direct impact on tourism sites.	0
<b>Slow economic growth</b>	Better health infrastructure contributes to a healthier workforce, boosting local economy.	+
<b>INSTITUTIONAL</b>		
<b>Low participation of women in Local governance</b>	Improving health infrastructure does not directly impact women's participation in governance.	0
<b>Ineffective sub-district structures</b>	Weak local systems can delay or mismanage health infrastructure projects.	0
<b>Non-enforcement of bylaws</b>	Improved health infrastructure is supported by effective enforcement of health-related by-laws.	0

<b>Capacity issues of Assembly Offices and Departments</b>	Improved health infrastructure is managed more effectively with capacity building in Assembly Offices	<b>0</b>
<b>Inconsistent stakeholder collaboration</b>	Health infrastructure can benefit from improved stakeholder collaboration.	+
<b>Low Public-Private Partnerships</b>	Improving health infrastructure can attract private sector support and partnerships	+

**Description of Policy under review:** Reduce crime rate by 70%

Table 3.10: Record Sheet for Improve post-harvest management

<b>NATURAL RESOURCES</b>	<b>REASONS</b>	<b>SCORE</b>
<b>Illegal mining activities</b>	Reducing crime can discourage illegal mining by enforcing laws and creating safer, lawful employment.	+
<b>Deforestation illegal felling &amp; charcoal production</b>	Lower crime rates might reduce illegal activities like illegal felling of trees for charcoal production.	+
<b>Sand winning activities</b>	Stronger law enforcement reduces illegal sand mining and protects the environment.	+
<b>Protection of water bodies</b>	Reduced crime also means less water pollution from illegal activities.	+

<b>Pollution and waste management</b>	Reducing crime does improve waste management systems.	+
<b>Climate Change</b>	Crime reduction policies will help reduce the negative effect of climate change.	+
<b>SOCIO-CULTURAL</b>		
<b>Continuous spread of HIV/AIDS</b>	Crime reduction may not directly affect disease spread without targeted health programs.	<b>0</b>
<b>Teenage pregnancy and school dropouts</b>	Less crime can create safer communities and more stable environments for teenagers.	+
<b>High poverty levels of some households</b>	Lower crime can attract investment and job opportunities, reducing poverty.	+
<b>Land and chieftaincy disputes</b>	Better law enforcement and justice systems can help reduce land and chieftaincy disputes.	+
<b>Local Participation in development</b>	Safe environments encourage citizens to take part in local development.	+
<b>Disabilities and vulnerable groups</b>	Crime reduction may directly target disability issues with special programs.	+
<b>Attainment of the MDGs</b>	Reducing crime supports SDG 16 (Peace, Justice, and Strong Institutions	+

<b>ECONOMIC ISSUES</b>		
<b>Unemployment especially among the youth</b>	A safer society attracts businesses, creating more jobs, especially for youth.	+
<b>Poor road network (especially to hinterlands)</b>	Crime reduction does not directly improve road conditions.	<b>0</b>
<b>Limited Access to credit facilities</b>	Lower crime builds investor and lender confidence, improving access to credit.	+
<b>Underdeveloped tourist sites</b>	Tourism will grow if crime reduction efforts target tourist safety specifically.	+
<b>Slow economic growth</b>	Reduced crime encourages business growth and community investment.	+
<b>INSTITUTIONAL</b>		
<b>Low participation of women in Local governance</b>	A safer environment empowers women to participate in leadership roles.	+
<b>Ineffective sub-district structures</b>	Stronger law enforcement and governance improve sub-district	+

	performance.	
<b>Non-enforcement of bylaws</b>	Enforcement of by-laws leads to the reduction of crime, improving local order.	+
<b>Capacity issues of Assembly Offices and Departments</b>	Reducing crime may enhance staff performance and security, improving institutional capacity.	+
<b>Inconsistent stakeholder collaboration</b>	Crime reduction requires cooperation, strengthening collaboration among stakeholders.	+
<b>Low Public-Private Partnerships</b>	Safer environments attract private sector involvement and partnerships.	+

**Description of Policy under review:** Increase citizen involvement in planning and monitoring development projects

Record Sheet for Ensure sustainable development and management of aquaculture

<b>NATURAL RESOURCES</b>	<b>REASONS</b>	<b>SCORE</b>
<b>Illegal mining activities</b>	Citizen involvement in planning leads to better monitoring and report of illegal mining activities, protecting natural resources.	+
<b>Deforestation illegal felling &amp; charcoal production</b>	Increased citizen involvement will help curb illegal felling of trees.	+

<b>Sand winning activities</b>	Active community monitoring discourages illegal sand winning through reporting and awareness.	+
<b>Protection of water bodies</b>	Citizen involvement will lead to better water management practices	+
<b>Pollution and waste management</b>	Citizen's involvement will contribute to better waste management practices.	+
<b>Climate Change</b>	Citizen involvement in planning can lead to more sustainable practices.	+
<b>SOCIO-CULTURAL</b>		
<b>Continuous spread of HIV/AIDS</b>	Citizen monitoring of development projects does not directly affect health outcomes like HIV/AIDS spread.	0
<b>Teenage pregnancy and school dropouts</b>	More involvement in local projects can raise awareness and improve youth empowerment programs.	+
<b>High poverty levels of some households</b>	Citizen participation ensures unbiased distribution of development benefits, helping reduce poverty.	+
<b>Land and chieftaincy disputes</b>	Involving citizens increases transparency and reduces disputes over land and development projects.	+
<b>Local Participation in development</b>	This directly increases, as the policy objective itself promotes participation in planning and monitoring.	+

<b>Disabilities and vulnerable groups</b>	Involvement will lead to more inclusive development.	+
<b>Attainment of the MDGs</b>	Citizen involvement supports SDG 16 (Peace, Justice, and Strong Institutions) and SDG 11 (Sustainable Communities).	+
<b>ECONOMIC ISSUES</b>		
<b>Unemployment especially among the youth</b>	Community involvement can identify and support local job opportunities within projects.	+
<b>Poor road network (especially to hinterlands)</b>	Citizen participation will lead to better prioritization of infrastructure projects and road improvements.	+
<b>Limited Access to credit facilities</b>	Citizen participation promotes transparency and can help direct funds to support local entrepreneurs.	+
<b>Underdeveloped tourist sites</b>	Citizen involvement in planning can help in discovery of tourist sites that needs support and improvement	+
<b>Slow economic growth</b>	Active monitoring ensures proper project implementation, promoting steady local economic growth.	+

<b>INSTITUTIONAL</b>		
<b>Low participation of women in Local governance</b>	Inclusive participation encourages more women to engage in leadership and decision-making.	+
<b>Ineffective sub-district structures</b>	Citizen monitoring strengthens accountability and improves local government performance.	+
<b>Non-enforcement of bylaws</b>	With active citizens, there is greater pressure on authorities to enforce local laws.	+
<b>Capacity issues of Assembly Offices and Departments</b>	Citizen involvement provides feedback that helps Assemblies identify and fix weaknesses.	+
<b>Inconsistent stakeholder collaboration</b>	Citizen engagement promotes coordination among stakeholders through shared monitoring activities.	+
<b>Low Public-Private Partnerships</b>	Citizen interest in local projects can attract private investment and partnerships	+

**Description of Policy under review:** Improve spatial development

Record Sheet for Ensure sustainable sources of financing for education

<b>NATURAL RESOURCES</b>	<b>REASONS</b>	<b>SCORE</b>
<b>Illegal mining activities</b>	Better spatial planning ensures designated mining areas, reducing illegal activities	+
<b>Deforestation illegal felling &amp; charcoal production</b>	Spatial planning can allocate forest reserves and protect green zones, reducing illegal felling.	+
<b>Sand winning activities</b>	Planned land use designates sand-winning zones, preventing illegal sand extraction.	+
<b>Protection of water bodies</b>	Proper zoning prevents industries and waste disposal near water bodies, reducing pollution.	+
<b>Pollution and waste management</b>	Improved planning allows for organized waste collection and disposal systems	+
<b>Climate Change</b>	Better spatial development supports sustainable land use and green infrastructure that help reduce climate change.	+
<b>SOCIO-CULTURAL</b>		
<b>Continuous spread of HIV/AIDS</b>	Spatial planning has no direct impact on health-related issues unless integrated with social programs	<b>0</b>

<b>Teenage pregnancy and school dropouts</b>	Spatial planning does not directly affect education or social behaviour	<b>0</b>
<b>High poverty levels of some households</b>	Better land use creates new economic opportunities and improves access to social amenities.	+
<b>Land and chieftaincy disputes</b>	Spatial planning will help resolve land use conflicts.	+
<b>Local Participation in development</b>	Spatial development often involves community consultation and engagement, improving participation.	+
<b>Disabilities and vulnerable groups</b>	Well-planned communities include accessible infrastructure for all, including people with disabilities.	+
<b>Attainment of the MDGs</b>	Spatial planning contributes to SDG 11 (Sustainable Cities and Communities) and SDG 9 (Industry, Innovation, and Infrastructure).	+
<b>ECONOMIC ISSUES</b>		
<b>Unemployment especially among the youth</b>	Spatial development projects create construction and service jobs for the youth.	+
<b>Poor road network (especially to</b>	Planning ensures better road networks connecting rural and urban areas.	+

<b>hinterlands)</b>		
<b>Limited Access to credit facilities</b>	Spatial development does not directly affect access to financial services	<b>0</b>
<b>Underdeveloped tourist sites</b>	Spatial planning can identify and develop tourist areas, improving access and amenities.	+
<b>Slow economic growth</b>	Improved infrastructure and organized development stimulate local economies.	+
<b>INSTITUTIONAL</b>		
<b>Low participation of women in Local governance</b>	Inclusive spatial development processes encourage women's participation in decision-making.	+
<b>Ineffective sub-district structures</b>	Clear spatial plans guide local structures to perform their roles effectively.	+
<b>Non-enforcement of bylaws</b>	Proper spatial planning makes it easier to enforce land-use and building regulations.	+

<b>Capacity issues of Assembly Offices and Departments</b>	Implementing spatial development enhances technical capacity and planning skills	+
<b>Inconsistent stakeholder collaboration</b>	Spatial planning encourages coordination between agencies, developers, and communities.	+
<b>Low Public-Private Partnerships</b>	Well-planned areas attract private investment and foster partnerships with the public sector.	+

**Description of Policy under review:** Reduce youth unemployment

Record Sheet for Ensure food and nutrition security

<b>NATURAL RESOURCES</b>	<b>REASONS</b>	<b>SCORE</b>
<b>Illegal mining activities</b>	Providing jobs for youth reduces their dependence on illegal mining activities	+
<b>Deforestation illegal felling &amp; charcoal production</b>	Lower youth unemployment might reduce involvement in illegal felling or charcoal burning.	+
<b>Sand winning activities</b>	Reducing youth unemployment could decrease involvement in illegal sand winning.	+

<b>Protection of water bodies</b>	Reducing youth unemployment doesn't directly impact water pollution.	<b>0</b>
<b>Pollution and waste management</b>	Job creation in waste management services can improve local sanitation and waste control	+
<b>Climate Change</b>	Reduced youth unemployment can lead to more youths engaging in sustainable practices.	+
<b>SOCIO-CULTURAL</b>		
<b>Continuous spread of HIV/AIDS</b>	Lower youth unemployment can lead to more stable lives, potentially reducing risky behaviours.	+
<b>Teenage pregnancy and school dropouts</b>	Reducing youth unemployment can encourage youth to stay in school.	+
<b>High poverty levels of some households</b>	Reducing youth unemployment can help reduce household poverty.	+
<b>Land and chieftaincy disputes</b>	Reducing youth unemployment has no direct link to chieftaincy disputes.	<b>0</b>
<b>Local Participation in development</b>	Employed youths can participate more in development.	<b>0</b>
<b>Disabilities and vulnerable groups</b>	Reducing youth unemployment doesn't directly impact disabilities but has an impact on the vulnerable group.	+/0

<b>Attainment of the MDGs</b>	Reducing unemployment contributes to SDG1 (No Poverty), SDG8 (Decent Work), and SDG10 (Reduced Inequalities).	+
<b>ECONOMIC ISSUES</b>		
<b>Unemployment especially among the youth</b>	This is directly addressing youth unemployment.	+
<b>Poor road network (especially to hinterlands)</b>	Employment policies do not directly improve infrastructure like roads	0
<b>Limited Access to credit facilities</b>	Youth employment initiatives may include microfinance or start-up support for young entrepreneurs	+
<b>Underdeveloped tourist sites</b>	Reducing youth unemployment can drive local economic growth.	+
<b>Slow economic growth</b>	Reducing youth unemployment increases productivity, and overall local economic growth	+
<b>INSTITUTIONAL</b>		
<b>Low participation of women in Local governance</b>	Economic empowerment of young women can motivate them to take leadership roles	+

<b>Ineffective sub-district structures</b>	Involving local authorities in youth employment programs strengthens sub-district structures	+
<b>Non-enforcement of bylaws</b>	Youth employment projects can increase administrative efficiency and capacity through support staff.	+
<b>Capacity issues of Assembly Offices and Departments</b>	Employed youths can foster more collaboration.	+
<b>Inconsistent stakeholder collaboration</b>	Reducing youth unemployment can attract more partnerships with local authorities	+
<b>Low Public-Private Partnerships</b>	Youth employment programs attract private investment and collaboration with local authorities	+

**Annex 10: Population Projections**

	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
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<b>COMMUNITIES</b>	<b>MALE</b>	<b>FEMALE</b>	<b>MALE</b>	<b>FEMALE</b>	<b>MALE</b>	<b>FEMALE</b>	<b>MALE</b>	<b>FEMALE</b>	<b>MALE</b>	<b>FEMALE</b>	<b>MALE</b>	<b>FEMALE</b>
KNUST	16452	13236	16651	13396	16852	13558	17055	13721	17261	13887	17469	14054
AYEDUASE	10181	7558	10304	7649	10428	7742	10554	7835	10682	7930	10811	8025
KENTINKRONO	2486	1780	2516	1801	2546	1823	2577	1845	2608	1868	2640	1890
NSENIE	3473	6475	3515	6553	3557	6632	3600	6712	3644	6793	3688	6875
ANWOMASO	9986	10505	10107	10632	10229	10760	10352	10890	10477	11022	10603	11155
BEBIRE	1982	2201	2006	2228	2030	2254	2055	2282	2079	2309	2105	2337
APPEADU	1112	1232	1125	1247	1139	1262	1153	1277	1167	1293	1181	1308
KOTEI	5672	5492	5740	5558	5810	5625	5880	5693	5951	5762	6023	5832
BOADI	3543	3724	3586	3769	3629	3814	3673	3861	3717	3907	3762	3954
EMENA	1527	1527	1545	1545	1564	1564	1583	1583	1602	1602	1621	1621
APEMSO	4626	5025	4682	5086	4738	5147	4796	5209	4853	5272	4912	5336
AYIGYA	20417	20012	20663	20254	20913	20498	21165	20746	21421	20996	21680	21249
BOMSO	7029	7205	7114	7292	7200	7380	7287	7469	7375	7559	7464	7651
OFORIKROM	5907	6158	5978	6232	6050	6308	6124	6384	6197	6461	6272	6539
ANLOGA	10018	10908	10139	11040	10261	11173	10385	11308	10511	11444	10637	11583
TWUMDUASI	2180	1858	2206	1880	2233	1903	2260	1926	2287	1949	2315	1973

DEDUAKO	4423	4559	4476	4614	4530	4670	4585	4726	4640	4783	4697	4841
APRADE	2208	2301	2235	2329	2262	2357	2289	2385	2317	2414	2345	2443
MESEWAM	2336	2350	2364	2378	2393	2407	2422	2436	2451	2466	2480	2495
KOKOBEN	2373	2414	2402	2443	2431	2473	2460	2502	2490	2533	2520	2563
Total	117931	116520	119355	117927	120796	119350	122254	120791	123730	122249	125223	123725
	234451		237281		240146		243045		245979		248949	