



REPUBLIC OF GHANA

REVENUE IMPROVEMENT ACTION PLAN (RIAP)

FOR

DORMAA CENTRAL MUNICIPAL ASSEMBLY

2026 - 2029

STRATEGIC OVERVIEW OF THE ASSEMBLY

Establishment of the District

The Dormaa Municipal Assembly was established by L.I 2087 of 2008. It is located at the Western part of the Bono Region. It lies within longitudes 3° West and 3° 30' West and latitudes 7° North 7° 30' North. It is bound in the North by the Jaman South District and in the East by Dormaa East District, in the South and South-East by Asunafo and Asutifi Districts respectively, in the West and South-West by Dormaa West and in the West and North-West by La Cote D'Ivoire. The Municipal Capital is Dormaa Ahenkro, located about 80 kilometers West of the Regional Capital, Sunyani.

The Municipality has a total land area of 1,210.28 square kilometres, which is about 10.54 per cent of the total land area of Bono Region and about 0.52 per cent of that of the Country. It has 104 settlements, one traditional authority and one constituency, namely Dormaa Central.

Population Structure

The population of Dormaa Municipal according to the 2021 population and housing census is 112,702 representing 9.3 percent of the region's total population. Males constitute 48.9 percent and Females represent 51.1 percent. About sixty percent (60.1%) of the population reside in rural localities. The Municipality has a sex ratio (number of males per 100 females) of 96.0. The youth (population less than 15 years) in the Municipality account for 33.8 percent of the population. This results in a broad base population pyramid, which tapers off with a small number of elderly persons (population aged 60 years and older), accounting for 7.8 percent. The total age dependency ratio (dependent population to population in the working age) for the Municipality is 64.2, the age dependency ratio for Males is higher (65.4) than that of the Females (63.1).

Vision

The Vision of the Dormaa Central Municipal Assembly is to improve upon the living standards and quality of life of its people and create an enabling environment for good governance for the overall development of the Municipality.

Mission

The Dormaa Central Municipal Assembly exists to improve upon the living standard of the people through effective co-ordination of the Municipality's socio-economic activities and the creation of an enabling environment for Private-Sector development in relation to the effective management of all available resources.

Goals

The overall goal of the Dormaa Central Municipal Assembly is to improve the living conditions of the citizens through the provisions of Social and Economic Infrastructure for accelerated growth and development.

Core Functions

The Dormaa Central Municipal Assembly thus seeks to serve as a pivot of administrative and developmental decision-making in the Municipality and is the basic unit of government administration. Some specific functions include:

- Responsible for the overall development of the Dormaa Central Municipality through the preparation and submission of the development plans of the Assembly to the NDPC for approval and Budget of the Assembly related to the approved plans to the Minister of Finance for approval.
- Formulate and execute plans, program and strategies for the effective mobilization of the resources necessary for the overall development of the Municipality.
- Promote and support productive activities and social development in the Municipality and remove any obstacles to initiative and development.
- Initiate programs for the development of basic infrastructure to enhance the standard of living of the people.
- Responsible for the development, improvement and management of human settlements and the environment in the Municipal.
- In co-operation with the appropriate national and local security agencies that are responsible for the maintenance of security and public safety in the Municipality,
- Initiate, sponsor or carry on such studies as may be necessary for the discharge of any of the functions conferred by Act 462, 1993 or any other enactment.
- Perform such other functions as may be provided under any other enactment or as per any policy directive from Central Government.

District Economy

Dormaa Central Municipal's economy is made up of commerce, service and Agriculture. All these economic activities thrive well in the municipality but the major economic activity is the agriculture. The Poultry industry has a very wide value chain that employs about 5,344 direct jobs and 2,450 indirect jobs.

- Agriculture
Dormaa Central is an agriculture dominated economy which employs about 49.9%.

Major food crops: yam, maize, cassava, cocoyam, plantain, Rice and vegetables like tomatoes, garden eggs, onions & okro, Cabbage & Lettuce.

Major Cash crops: Cashew & Cocoa. Major livestock: Poultry, Cattle, Sheep, Goat, Pig. Poultry production in the municipality is the largest in the region.

Challenges: Market access and low price of farm produce.

- **Road Network**

The main mode of transportation is by road. Also tarred are the Dormaa Ahenkro Township roads and the 5km Dormaa Ahenkro-Asikasu No.1 road. The rest of the road networks in the Municipality, which are mainly Feeder Roads are not tarred. The road network connecting the main centers is motorable all year round. They constantly require re-graveling, reshaping and rehabilitation. The Ghana Private Road Transport Union, (GPRTU) and the Progressive Transport Owners Association (PROTOA) dominate the transport services in the Municipality.

- **Energy**

The Municipality is generally rural and businesses such as milling machines, communication centers, and financial institutions among others that thrive on electricity are limited in most communities. With a total of 30,471 household dwellings, 26,201 representing 85.99 percent are connected to the national grid and 14.1% of the other households use other sources of energy such as Kerosene lamp, flashlight/touch, solar lamps, Gas-lamp and kindles.

- **Health**

Physical presence of health facilities and access to health institutions is not a major problem in the Municipality as there are 24 health institutions made up of 1 Hospital, 6 Health Centers, 4 Private Clinics. Others are 1 Maternity Home, 12 Community-Health Planning and Services (CHPS) Compounds. In addition, there are 42 outreach points that are evenly distributed throughout the Municipality.

The Municipality has a total number of 993 Health Professionals out of which; 14 Medical Doctors, 12 Physician Assistants, 579 Nurses & Midwives, 20 Technical Officers & 368 Supporting Staff.

Top ten Diseases in the Municipality are Malaria, Upper Respiratory Tract Infection, Acute Urinary Tract Infection, Diarrhoea, Rheumatism, Anemia, Intestinal Worms, Skin Diseases, Pneumonia and Ulcer.

Challenges

- Only One Nissan Pick-up for Health Service Delivery
- Lack of Financial Resources to organize meetings, workshops, orientations, refresher/in-service training for the within the year.
- Erratic reimbursement of NHIS Funds
- Staff refusal to the Municipality
- Inadequate financial support for health promotion activities

- Inadequate funds for CHPS activities
- Inadequate number of motorbikes for outreach services
- Inadequate Staff due to lack of accommodation at the periphery

- Education

The Dormaa Central Municipal Education Directorate currently has One Hundred and Ninety-Four (194) basic schools, Seventy (70) Kindergarten, Seventy (70) Primary schools, and Fifty-Four (54) Junior High Schools. The Directorate has Nine (9) Circuits. The Dormaa Municipal also has Twenty-Five (25) private Kindergarten and Primary Schools and Sixteen (16) Junior High Schools.

The Directorate also has Four (4) Senior High Schools; Two (2) Public Senior High Schools and Two (2) Private Senior High Schools.

There is one (1) Vocational Institution and two (2) Tertiary Institutions in the Municipality;

1. Dormaa Midwifery Training School and
2. University of Energy and Natural Resource

In the Municipality, the Assembly is seriously putting up modern Kindergarten (KG) blocks since the Early Childhood Care Development Policy was incorporated in 2007 into Ghana Education Service.

- Market Centres

The Municipality has three major market centres namely, Dormaa Ahenkro, Badukrom and Amasu weekly markets with the market days largely observed on Tuesdays, Wednesdays and Thursdays respectively.

Besides the main market days, the market centres also operate on daily basis.

- Water and Sanitation

1. Potable water facilities in the Municipality include pipe-borne water (with 14 public stand pipes) in Dormaa Ahenkro, Kwameasua, Koraso, Tronang and Amasu and 346 boreholes across the Municipality. The pipe-borne facility is owned and operated by the Ghana Water Company Ltd. The boreholes are owned and managed by Water and Sanitation Management Teams (WSMTs).
2. An efficient and hygienic method of human waste disposal available in a dwelling unit is a critical indicator of the sanitary condition of the unit and an indirect measure of the socio-economic status of a household. There were a number of toilet facilities reported in the 2021 PHC, the highest reported facilities were pit latrines (28.40 %), public toilets

(30.30%, WC (24.39%) and Kumasi Ventilated Improved Pit (KVIP) Latrine (11.62%) Bio-digester (0.10%). Interestingly, 8.6 percent of dwelling units which had no toilet facilities during the 2010 PHC has increased to 34.98% in 2021 PHC. This is hygienically a bad practice for the health of the people.

- Tourism

The Municipality is endowed with many tourist sites, which could serve as revenue generating avenues and sources of employment if given the needed attention. These include the following:

The Pamu-Berekum Forest Reserve, Mpameso Forest Reserve and the Tain II Forest Reserves, all of which provide natural habitat for game and wild life, especially elephants.

The Ghana-La Cote D'Ivoire border demarcation at Kofibadukrom. That ancient town fell to both the French and English colonialists who divided it among themselves. As a result, one-half of the town is under the administration of La Cote D'Ivoire while the other half is under Ghana, with different currency (Cedis and CFA), language (French and English), educational system, different market days, police stations and customs offices.

Monkey Sanctuary – Monkeys found in a sacred grove located at the outskirts of Duasidan, a village which is just 9 kilometres away from the Municipal capital, Dormaa Ahenkro. Currently, the Assembly is tackling the issue with the Tourism Authority to see how they can collaborate to work on the facility to make it more appealing to both internal and external tourist and equally serve as a source of revenue mobilization to the Assembly.

- Water and Sanitation
- Tourism
- Environment

Key Issues/Challenges

Inadequate land use plans and schemes

Inadequate property addressing system

Low coverage of electricity in new settlement areas and in the rural areas.

Inadequate health facilities in rural settlements

Inadequate logistics for health personnel

Inadequate school infrastructure

Inadequate residential accommodation for Government Workers

Inadequate support for PWDs

Low interest of the youth in agriculture

Low financial and logistical capacity of the Business Advisory Centre/ BRC

Inadequate support to adopt improved agricultural technology

Inadequate Agro-based industries

Inadequate road infrastructure development

Inadequate rural and urban access to potable water

Low participation of women in decision making

Revenue Mobilization Strategies

Revenue mobilization presents the greatest challenge to most Assemblies in Ghana. This is because, the Assemblies require a lot of funds to set up and to run their administrative structures and to promote development. Dormaa Central Municipal Assembly is thus, confronted with the huge task of raking in Revenue for its large Budget line. The key challenges are identified below:

Key Issues relating to the Following Revenue Items:

Revenue Items	Challenges
Basic Rates Property Rates	• Difficulty in identifying properties due to inadequate street naming and property identification • High cost of valuation • Excessive Delays in the valuation of Properties • Inadequate Valuation Roll to charge realistic Rate • Relatively low rates, unattractive to collect in the case of basic rate • Outdated or non-existent property registers and valuation rolls
Fees	• Unwillingness of market women to pay tolls due to poor service delivery specifically sanitation and security • Poor maintenance of the market making rate payer reluctant to pay their rates
Fines	• Poor enforcement of bye-laws • Traditional and Political Interference
Licenses	• Inadequate database for all businesses • Ineffective distribution of bills due to wrong address • Non-gazetting and poor Enforcement of bye-laws
Lands and Royalties	• Inadequate Layout, property address system and street naming • Inadequate logistics for development control • Lack of designated vehicle for development control activities
Rent	• Irregular renovation of Assembly properties • Limited number of structures to rent out • Unwillingness of tenants in Assembly stores and houses to honor their rent obligation

MATRIX FOR REVENUE IMPROVEMENT STRATEGIES FOR 2026

REVENUE ITEM	OBJECTIVE(S)	ACTIVITIES (SHOULD BE SMART)	EXPECTED OUTPUT	OUTPUT INDICATOR	IMPLEMENTATION STRATEGIES	TIME FRAME (QUARTER LY)				EXPECTED COST (GHC)	RESPONSIBILITY
						1	2	3	4		
Property Rate	To increase revenue in property collection by 15% by 31 st Dec 2026	i	Progressive valuation of properties	Comprehensive data on properties compiled	Number of properties identified	1.Collaborate with formal institutions in the municipality to obtain data on the average number of personnel and suggest to them to pay the basic rates of the employees in addition to their annual Operating License				50,000.00	Lands valuation Division/ Physical planning and Works Department
			Progressively update the valuation data			2.Other informal institutions such as the GPRTU, Hairdressers among others would also be encouraged to pay basic rates in addition to their BOP.					

		iii	Quarterly monitoring by designated staff on the activities of collectors on the field	Update of property rate data/ improvement in the performance of property rate revenue	% Performance e of property rate revenue collected	Assigned officers to monitor the activities of collectors and report weekly, monthly and quarterly.						Budget and Internal Audit
		iv	Emboss fully paid properties with stickers	Unpaid rate payers are easily identified	number of embossment t stickers issued	All stickers would be pasted on the fully paid properties as evidence of payment.					20,000.00	
		v	Public education and sensitization	Residents sensitized on the need to pay property rate and the consequences of non-compliance	Number of communities sensitized	Use the information centers in the zonal councils and other local fm stations for the sensitization.					10,000.00	
		i										
Fees	To increase revenue from fees by 25% by 31 st Dec. 2026		Routine cleaning and maintenance of the market by the environmental health unit.	Market cleaned and maintained	Number of markets maintained	Daily monitoring of cleaners at market centers.					50,000.00	MEHO
			1.Provide the maximum security and illumination in	1.Robbery incidence in our markets reduced	1.Number of street light ¹ instilled and the number	1.Recruit more security men and install more security light to						

			our markets and other approaches 2.Provision of portable water at strategic positions in the market.	2.Improve sanitation and access to water	of security personal deployed to our markets 2.Number of sections with water facilities	curb the incidence of robbery in our markets and other approaches 2.Contract GWCL to connect water at designated sections of the market and assign someone to sell and render account 3.To make the price per bucket comparatively low and accessible						Works, Revenue Supt. And GWCL
		ii	Sensitize the citizenry on the need to bury the dead at the designated cemetery and also increase fees for burial at home.	Lands for new cemeteries acquired	Acres of lands acquired and documented	Arrest and prosecute families that bury at unapproved places						MEHO, MWD, PPD
		iii	Issue car stickers and city license and clamp those without stickers	Revenue from stickers and license improved	Total number of stickers issued	Daily inspection of stickers by city guards and other assigned officers					2,000.00	MBA,REV. SUPT., Audit, Finance

		iv	Issuing of ID cards for Revenue staff and officers assigned.	Rev. collectors and assigned officers easily identified	Number of officers issued with ID cards	Procure the Cards and sensitize the public to do business with officers with Assembly ID card.						MBA,REV. SUPT.,HRM
		v	Embark on regular monitoring of market tolls compliance at least once in a week	Improve revenue for market tolls	Number of monitoring carried out.	Officers would be dispatched to follow collectors on market days to ensure compliance.						
		vii	Erect revenue check point at strategic point	1.All entry and exit points blocked for paying of daily tolls 2.check points for entry and exit constructed	Number of revenue check points constructed	Assigning the municipal guards and revenue collectors to man check points daily					30,000.00	Revenue Units / Budget Unit/ Municipal Guards.
		vii	Arrest cars without tickets after 2pm	Park tickets compliance improved	Percentage improvement in revenue from car park tickets	Purchase of clamps and instruct collectors to clamp cars without tickets after 2pm					10,000.00	Monitoring team and Prosecutor

Fines, Penalties and Forfeits	Reduce offences by 10% by 31 st Dec, 2026	I	1. Sensitize the public on various offences and its related punishment	1. Sensitization on the offences and its related punishment carried out.	1. Number of sensitization programmes carried out.	1. Use the local FM stations & zonal council information centers for the sensitization on offences ii. use the various stakeholder's engagement avenues such as meeting with the GPRTU, hairdressers and dressmakers' association for the sensitization.					1,000.00	MEHO/REV. SUPT/MBA/PPO
			2. prosecute rate defaulters and bye-law related offences	2. Defaulting rate and by-law related offences reduced.	2. Number of offences reduced	2. Setting up taskforce to inspect payment						
		ii	Frequent/ unannounced visitation by the Assembly's environmental health staff to homes, restaurants, hotels among others.	Sanitary conditions in the Municipality improved.	Number of facilities visited	Unannounced visitation to homes, hotels guest houses and other public places to track sanitation offenders. Special						MEHO/REV/MBA/PP O
	Reduce development without permit to 5%	iii	Use monitoring, inspection and special taskforce for	All developments with necessary	Number of permits issued out of	1. Special taskforce to track development						PPO/WKS

			development control	permit and documents	the total submission.	and prosecute developers without permit 2. Give a grace period to developers without permit to regularize their documentation						
		iv.	Prosecute lorry park offenders	Traffic offenses in the Municipality reduced	Number of traffic offences prosecuted weekly	1. Liaise with security agencies and the law court to assist in prosecuting traffic and other offenders without delay 2. introduce spot fines at designated sections in the municipality						REV/MBA/GUARDS
		v.	Issue final demand notice to defaulters before prosecuting them.	tax obligations complied	Number of final demand notices issued	1. Playing our jingle to serve as warning signals 2. serve final demand notice to defaulters of the previous year before the end of 1 st quarter.						The Prosecutor, MBA, Audit unit, Finance

License (Business Operating Permit- BOP)	To increase the collection of revenue from business operating license by 25% by 31 st Dec. 2026	i	collect data and build scientific database on businesses in their area of operation.	Comprehensive database compiled/ built	Number of businesses added on.	1.Use the existing revenue data as a baseline and train collectors to update the roll in their day-to-day operations					10,000.00	Rev. Supt. MBA/ Security Agencies in the Municipality
		ii	Establish Special Task Force for the collection of BOPs and other revenues	Special Task Force established to collect BOP and other revenues		2.ensure collectors submit weekly update businesses identified in their daily field operation.					20,000.00	Statistics
		iii	Collaborate with business associations to enhance revenue collection and reduce cost of collection.	Business Associations to assist the Assembly collect revenue identified and mandated	Numbers of business and associations identified and mandated	1. visit them on their meeting days to take the data of membership.						BAC, MBA, Finance
						2. Use the training programs of the BAC to mobilize data						

			Procure a more robustly software to gather data and generate bills	BOP bills generated and on time	1. Number of bills generated 2. No. of businesses who have received the bills as at 23 rd Dec. 2024	Management to procure/ outsource a revenue management software for bill generation and management.						
			Increase and effectively operationalize collection points	Access to payment points and payment option increased	% reduction in defaulting rate and revenue from BOP improved.	Identify strategic areas in the various zonal councils as collection points as well as manage the existing ones effectively						MBA/FINANCE
			Issue embossment stickers to business as an identity of payment	Rate payers compliance increased	number of embossmen t stickers issued	Revenue collectors as part of evidence of full payment to issue Embossment stickers to payers in addition to receipt						

Lands and Royalties	To increase revenue from development permits by 25% by Dec. 2026	i	Institute special taskforce to identify developers without permit	Sensitization on building regulation organized and developers without the necessary documentation faced the necessary corrective measures	% Increase in building permits granted	Intensify monitoring of physical developments to ensure acquisition of building plan and developers.					20,000.00	MWD/PPD
		ii	Organize public education on building regulations	Developers understanding on requirement for permit enhanced	% Increase in building plans applications submitted	use zonal council information centers and local FM radio stations are used to sensitized the developers on the need to acquire permit before development and the requirement for permit.						PPD/ MWD/ MANAGEMENT, SPATIAL PLANNING COMMITTEE.

		iii	Regular and frequent monitoring as part of the development control	More developments without the necessary documentation identified and the necessary corrective measures adopted	Number of developments identified and regularized	The works department the PPD are to collaborate for effective monitoring and identification of developers without permits for regularization and necessary corrective measures									MWD, PPD, SPATIAL PLANNING COMMITTEE
		iii	Organize regular monthly Spatial Planning Committee meetings to approve plans and permit applications	regularization approval of building permit increased	% of improved compliance of developers										
			Give 3-month grace period to developers without permit for regularization where applicable												

		iv	Mandate zonal councils to charge permit for items such as Posters, Banners, Flyers	1. Revenue performance for permit increased 2. Obstruction of road users view	% Increase in revenue for permits	All banners and flyers should be endorsed by the Assembly and those without endorsement						Zonal Council, PPD, NADMO
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REVENUE PERFORMANCE – IGF ONLY								
REVENUE ITEM	2023		2024		2025		% Performance as at September Actual/Budget x 100	%Perf. To total Revenue - Actual /Subtotal Actual
	Budget	Actuals	Budget	Actuals	Budget	Actuals as at September		
Property Rate	240,000.00	161,926.48	240,000.00	175,922.00	240,000.00	170,012.24	70.84	14.00
Basic Rate	3,600.00	0	3,600.00	0	3,600.00	0	-	-
Fees	853,939.00	776,318.00	783,939.00	763,613.20	613,000.00	479,614.00	78.24	39.49
Fines	23,440.00	10,350.00	24,640.00	12,860.68	33,400.00	23,580.00	70.60	1.94
Licenses	312,980.00	257,740.48	312,980.00	294,888.03	335,904.00	206,429.00	61.45	14.92
Land	330,000.00	338,777.00	340,000.00	330,032.50	350,000.00	245,311.00	70.09	20.20
Rent	117,600.00	101,745.00	248,431.00	199,242.50	428,151.00	89,633.00	20.93	7.38

Investment	9,400.00	7,000.00	9,400.00	0.00	9,400.00	0	-	-
Subtotal	1,890,959.00	1,653,856.96	1,962,990.00	1,776,558.91	2,013,455.00	1,214,579.24	60.32	
Royalties	220,600.00	194,296.00	240,000.00	235,873.00	250,000.00	168,666.00	67.47	12.19
TOTAL	2,111,559.00	1,848,152.96	2,202,990.00	2,012,431.91	2,263,455.00	1,383,245.24	61.11	

In conclusion, 2025 Revenue mobilization has been low with IGF achieving a little more than 60% as at September, 2025. We hope to achieve greater results by the end of December 2026 with the adoption of the new strategies identified.

We thank all Stakeholders who were involved in drafting this document more especially the Hon. MCE, all Budget Committee Members and Finance and Administration Sub-committee Members of the Assembly.

With a more collaborative effort with our Development Partners, Businesses and Residents, Dormaa Central Municipal Assembly has the potential of achieving greater laurels in 2026 and beyond.