

**JUABEN MUNICIPAL ASSEMBLY**



REPUBLIC OF GHANA

**DRAFT MUNICIPAL MEDIUM-TERM DEVELOPMENT PLAN**

**(2018-2021)**

**UNDER**

**THE COORDINATED PROGRAMME FOR SOCIAL AND ECONOMIC  
POLICIES**

**(2017-2024)**

**(NATIONAL MEDIUM-TERM DEVELOPMENT POLICY  
FRAMEWORK)**

**PREPARED BY:**

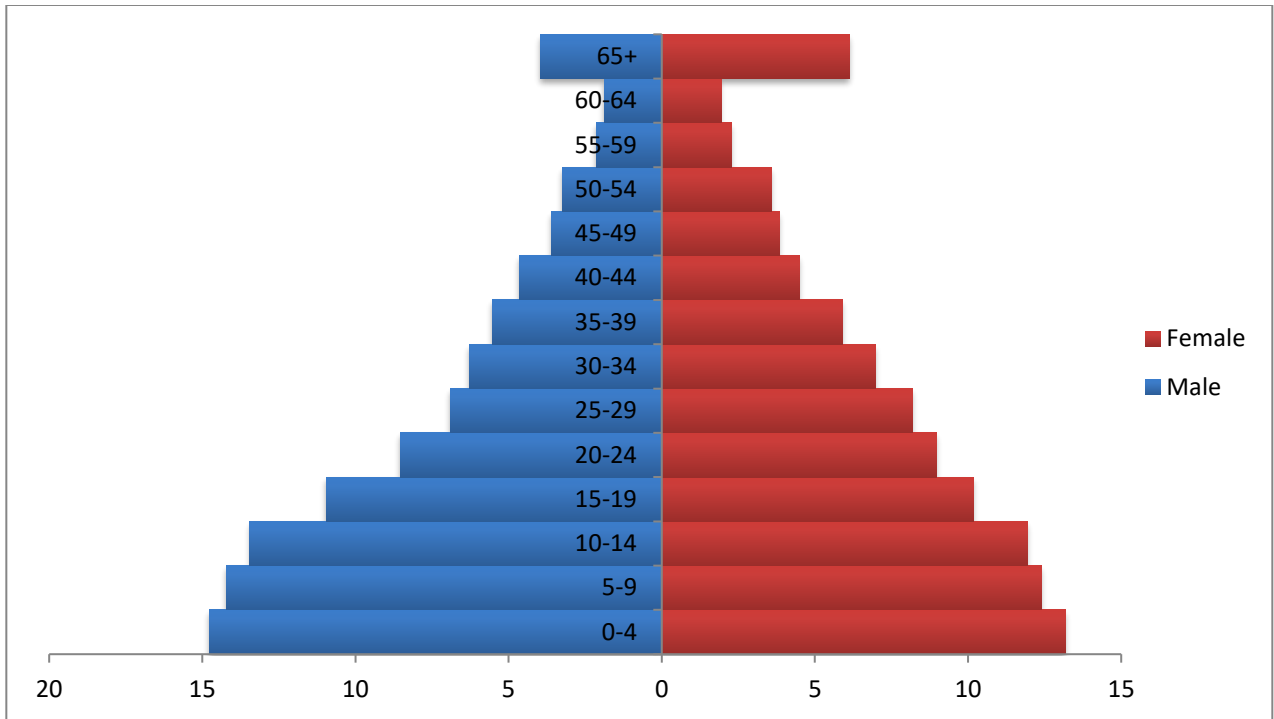
MPCU, JMA

JUABEN

OCTOBER, 2018.

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**LIST OF ACRONYMS**

AAP	Annual Action Plan
AEA	Agric Extension Agent
AIDS	Acquired Immune Deficiency Syndrome
BECE	Basic Education Certificate Examination
BRI	Building and Road Research Institute
CBO	Community-Based Organization
CHPS	Community-Based Health Planning Systems
CODAPEC	Cocoa Disease and Pest Control Programme
C SIR	Center for Scientific and Industrial Research
CWSA	Community Water and Sanitation Agency
DACF	District Assembly Common Fund
DDF	District Development Facility
DMTDP	District Medium Term Development Plan
EJMA	Ejisu Juaben Municipal Assembly
FCUBE	Free Compulsory Universal Basic Education
GDP	Gross Domestic Product
GPI	Gender Parity Index
GES	Ghana Education Service
GoG	Government of Ghana
GSFP	Ghana School Feeding Programme
GSGDA	Ghana Shared Growth and Development Agenda
GTA	Ghana Tourism Authority
HIV	Human Immuno Virus
ICT	Information Communication and Technology



IGF	Internally Generated Fund
JHS	Junior High School
JMA	Juaben Municipal Assembly
M&E	Monitoring and Evaluation
MEHU	Municipal Environmental Health Unit
MLG&RD	Ministry of Local Government and Rural Development
MMDAs	Metropolitan Municipal District Assemblies
MOFA	Ministry of Food and Agriculture
MPCU	Municipal Planning Coordinating Unit
MTDP	Medium Term Development Plan
MTEF	Medium Term Expenditure Framework
NCDs	Non-Communicable Diseases
NDPC	National Development Planning Commission
NGO's	Non-Governmental Organizations
OPD	Out Patient Department
PoA	Programme of Action
PPD	Physical Planning Department
SDS	Service Delivery Standards
SHS	Senior High School
SMEs	Small and Medium Scale Enterprises
TVET	Technical Vocational Education Training
UDG	Urban Development Grant
UPOCA	Unleashing the Power of Cassava in Africa
UPT	Urban Passenger Transport
UTP	Urban Transport Project

WATSAN	Water and Sanitation
WC	Water Closet

## **EXECUTIVE SUMMARY**

### **Background**

The District Medium Term Development Plan (DMTDP) is a comprehensive document that provides a guide for development interventions towards the achievement of the vision of the Juaben Municipality which is “A model municipality that ensures judicious utilization of mobilized resources through good governance practices and quality service delivery.”

The plan has been prepared within the context of the Coordinated Programme of Economic and Social Development Policies for 2018-2021.

The plan is therefore a blueprint to guide all development interventions that would be carried out within the district during the 4-year plan period (2018-2021).

### **Process of Preparing the DMTDP**

To be able to tease out the four(4) year DMTDP of the Juaben Municipality from the hitherto Ejisu Juaben Municipality, a Plan Preparation Team from the membership of the Municipal Planning Coordinating Unit (MPCU) with coopted members from the mother District, Ejisu was formed. This was followed by the preparation of a Work Plan and a meeting with the Zonal Councils chairpersons to facilitate the plan preparation. The meeting involved the evaluation of the extent of implementation and the lessons learnt during the implementation process and their implications for the 2018-2021 Plan.

The situation analysis of the Juaben Municipal Assembly followed the review. The review involved literature reviews and surveys. Issues dealt with in the situational analysis included poverty profile, population analysis and review of the physical characteristics. Also reviewed were the social and other characteristics of the Municipal Assembly and analysis of their spatial dimensions.

A summary of identified problems of the Municipal Assembly, community needs and aspirations, which were arrived from a baseline economic survey conducted as part of the planning process, follow the situational analysis of the Assembly. These were synchronized with

community needs and aspirations formulated at community forums organized by the Assembly members and community leaders as well as those presented by the four Zonal Councils.

The Needs and Aspiration of the citizenry which were elicited through Community Public hearings at the Zonal Councils, allowed opinion leaders and the public expressed their problems, needs and aspirations. All these served as inputs in arriving at the ‘**true-needs**’ of the Municipal Assembly.

The identified problems were prioritized at a stakeholders’ forum organized at Juaben. These are in the Chapter one of the document.

Chapter Two of the document begins with a harmonization of the development problems/gaps, community needs and aspirations against the thematic areas of the Ghana Shared Growth and Development Agenda to establish their relationships in terms of whether they are in strong harmony, weak harmony or no relationship using the parameters 2, 1 and 0 respectively. These development problems/gaps, community needs and aspirations are also linked to each of the sub-themes of GSGDA using the same parameters as above to again determine whether they have strong, weak or no links. Prioritization of the Municipal Assembly’s Development Needs and the POCC Analysis. The chapter ends with the summarized Needs and Aspirations.

Chapter Three begins with the Municipal Development goals for the plan period 2018-2021. It further outlines goals for all the sectors. The Goals of the Municipal Assembly are set for each of the pillars of the NMTDPF. The development projections of the district which follow the Assembly’s focus were determined by projecting the population of the District using the geometric technique and national planning standards to obtain gaps.

The objectives were set out of the Assembly’s goals and the projections in order to overcome the development gaps and problems under each of the issues under the pillars of NMTDPF (2018-2021)

Chapter 4 commences with an introduction that centers on the Composite Programme of Action which spells out the programs and activities under the issues of each of the pillars of the

NMTDPF 2018-2021. The location of the projects, period for implementation, indicative budgets, funding sources and implementing agencies are in the Logical Frame.

### **Indicative Budget, Financial Plan and Expected Outcomes**

The Municipal Assembly hopes to finance the Plan from the sources listed below:

- Internally generated sources of the Assembly
- District Assemblies Common Fund receipts
- A percentage of the District Development Facility (DDF) for 2016 and 2017
- Grants and other receipts from Government of Ghana
- Public Sector Investments of the annual budget of the Government of Ghana
- Donor funded Programs
- Community initiatives and contributions
- Support from NGOs and other development partners
- Public Private Partnerships(1D1F)

In order to translate the Plan into real actions to achieve the set objective, Annual Action Plans and is presented in Chapter five. An outline to actualize the goals and objectives has been included.

How to use monitoring and evaluation tools to demonstrate the achievement of proposed interventions are set out in Chapter six of the Plan.

This Chapter again explains how to disseminate the content of the Plan to all stakeholders.

## **CHAPTER ONE**

### **1.1. INTRODUCTION**

Section 12 of the Local Governance Act, 2016 (Act 936) mandates MMDAs as the political, planning and Administrative authorities at the local level. This part of the decentralization process is aimed at promoting and strengthening participation in the decision-making process as well as responsiveness to local development.

It further enjoins Assemblies to prepare development plans to serve as a framework to guide development in their respective jurisdictions. The promulgation of L.I. 2296 in November, 2017 and subsequent inauguration in March 2018, it has become necessary for Juaben Municipal Assembly to prepare, implement and manage a MTDP for (2018 – 2021) which requires coherent decision-making and the availability of resources to enhance the wellness of its people and to contribute to the national development agenda of creating more jobs.

The planning process followed the 2017 guidelines from the National Development Planning Commission designed to address the National Development Agenda set out in the 2018 – 2021 Medium Term Expenditure Framework (MTEF) for agenda for change and prosperity.

### **VISION, MISSION, FUNCTIONS AND CORE VALUES OF THE ASSEMBLY**

#### **1.2.1 Vision**

“A model municipality that ensures judicious utilization of mobilized resources through good governance practices and quality service delivery.”

#### **1.2.2 Mission**

“We exist to enhance the quality of life of the people in the Municipality through the promotion of local economic growth and provision of standard social services in partnership with stakeholders”

### **1.2.3 Functions**

In accordance with section 12 of the Local Governance Act, 2016 (Act 936), Juaben Municipal Assembly among other functions exists to:

- (a) Exercise political and administrative authority over its jurisdiction.
- (b) Promote local economic development.
- (c) Provide guidance, give direction to and supervise other administrative authorities in the district.

Currently, Juaben Municipal Assembly has 9 departments out of the 13 an Assembly requires to function under the Local Governance Act, 2016 (Act 936). At present, the Assembly has a staff membership of about 60 which is about 20% of the over 300 stated in the Staffing norms. This is due to the fact that the assembly is still at the formative stage.

### **1.2.4 Core Values of the Assembly**

The core values of the Assembly shall be in tandem with Service delivery Standards (SDS) which are Participation, Professionalism, Client focus, Transparency, Efficiency and, Accountability.

## **PERFORMANCE REVIEW AND SITUATIONAL ANALYSIS**

### **1.3 Review of the 2014 – 2017 Medium Term Development Plan (MTDP)**

The Ejisu-Juaben Municipal in 2013 prepared a 4-year District Medium Term Development Plan (DMTDP) for (2014-2017) plan period in line with the Ghana Shared Growth and Development Agenda II (GSGDA II) Policy Framework developed by the National Development Planning Commission (NDPC).

The review is to ensure that the newly created Assembly – Juaben, can ascertain progress made and lessons learnt in implementing the plan. Consequently, the review was based on the programmes and projects implemented under the thematic areas of the erstwhile MTDP under the Ghana Shared Growth and Development Agenda. (GSGDA II), 2014-2017. These were;

- Ensuring and Sustaining Macroeconomic Stability;
- Enhancing Competitiveness in Ghana’s Private Sector;
- Accelerated Agriculture Modernization and Sustainable Natural Resource Management;
- Oil and Gas Development;
- Infrastructure, Energy and Human Settlements;
- Human Development, Productivity and Employment; and
- Transparent and Accountable Governance.



Table 1.1 Performance Review of 2014-2017 MTDP

<b>ACCELERATED AGRICULTURE MODERNIZATION AND SUSTAINABLE NATURAL RESOURCE DEVELOPMENT</b>							
<b>Policy Objective: Promote Agriculture Mechanization</b>							
Period	Programmes	Sub-programme	Broad project/activity	Indicators			Remarks
				Baseline (2013)	MTDP Target	Achievement	
2014	Agriculture Modernization	Promote seed and planting material development	1. Organize FBOs and support them to purchase agricultural machinery		-	-	
			1. Establish 16 Demonstration Farms.		16	18	Cassava/maize On-going
		Extension service and Re-orientation of Agricultural Education	1. Provide monitoring visits to farmers		576	306	On-going
			2. Form 10 No. Farmers Associations		-	-	-
			3. Educate farmers on the proper use of agro-chemicals		200	201	On-going
2017			4. Promote cultivation of cereals and tubers		10 community	15	
			Development of Cash Crops	1. Train and support 500 youth to go into cocoa production and palm plantation		-	-

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			2. Train and support 500 women in agriculture with emphasis on cereal crops		-	-	-	
			3. Carryout surveillance on farm animals		90	88	240	
	promote extension services	4. Vaccinate farm animals/ pets		2000	992		16000 birds	
			Dogs and cats				On-going	
			Train and resource 26 extension staff in post-harvest handling of maize and vegetables.		26	38		Target achieved
			Train 20 selected farmers in the operation and maintenance of recommended irrigation technologies	-	-	-		Not yet
			Train 50 pig farmers and processors on value addition in pig production business.		50	25		On-going
			Train 50 poultry farmers on feed		50	52 farmers/ 38 Agric. staff		Target achieved

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			formulation to enhance productivity				
	livestock development	Train 100 livestock farmers on improved husbandry practices for good health in livestock production.		100 farmers	60 Farmers and 38 staff	Target achieved	
		Train 50 farmers, 20 processors and 10 millers on packaging of agricultural products (sorting, grading and labelling)		50 participants	38 farmers	On-going	
		Organize 20 field days/study tours for 200 producers to enhance adoption of improved technologies.		20 study tours	14 field days and study tours	258 farmers and 27 staff	
	Cash crop development	Facilitate and train 100 stakeholders and actors each along the 4 selected commodities (rice, citrus, oil palm, pig) value chain.		400 actors	348 actors	On-going	

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			Train and support 200 women in agriculture with emphasis on cash crops		-	-	-
		Build capacity for agriculture farmers	Organize monthly staff review meetings and seminars for 31 agricultural staff and 10 other stakeholders.		12 meetings, 41 attendants	10 meetings, 270 members	On-going
		Build capacity for agriculture farmers	Organize 1 Municipal Planning Session and quarterly technical review meeting with farmers and other stakeholders (RELC).		1 MPS and 4 review meetings	1 MPS (Attendance:50)	
		Build capacity for agriculture farmers	Organize 1 no. workshop for farmers and other land users on climate change and its impact on agriculture		-	-	-
		Build capacity for agriculture farmers	Conduct routine vaccination against CBPP for 1,500 cattle and PPR for 5,000 sheep and 3,000 goats.		Cattle: 1,500 Sheep: 5,000 Goats: 3,000	-	

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		Cash crop development	Promote cowpea production by setting up 20 field demonstrations in 20 communities.		20fields, 20 communities	16 fields 16 communities	
		Disaster management	Form 10 Anti-Bush fire squads in selected zones		-	-	
	<b>Natural Resource Development</b>	Illegal Mining	1. Control Illegal Mining activities through community dialogue		The under listed mining communities have reclaimed about 80% of lands which were used for the activity. Bomfa, Achiasse, New Koforidua Dumakwai	Land reclamation is on-going	72% Target Achieved
	<b>Natural Resource Development</b>	Sustainable management of natural resources	1. Enforce bye laws on environmental protection		The bye-laws are being enforced	Improvement in the use of land by investors	Bye-laws have been gazetted
			2. Form Community-based and School-based Environmental Clubs		-	Target not achieved	No budget allocation to the unit from both GoG and Municipal Assembly

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			3. Embark on Afforestation Programme in the Municipality		-	Target achieved	not	No budget allocation to the unit from both GoG and Municipal Assembly
			4. Undertake community education on illegal lumbering		-	Target achieved	not	No budget allocation to the unit from both GoG and Municipal Assembly
			5. Procure 5,000 tree seedling for distribution to schools and communities		-	Target achieved	not	Target not achieved
			6. Form 10 Anti-Bush Fire Squads in selected zones		-	Target achieved	not	No budget allocation to the unit from both GoG and Municipal Assembly
			7. Procure equipment for Anti-Bush Fire Squads		-	Target achieved	not	No budget allocation to the unit from both GoG and Municipal Assembly

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	Sustainable land Management	Efficient land use	1. Sensitize Traditional Authorities on appropriate land use		-	Target achieved	not	No budget allocation to the unit from both GoG and Municipal Assembly
	Sustainable wetland management	Sustainable use of wetlands	2. Conduct campaigns against pollution and building around water resources		-	Target achieved	not	No budget allocation to the unit from both GoG and Municipal Assembly
<b>Enhance capacity to adapt to climate change impacts</b>								
	Climate Change	Capacity to adapt to climate change impacts	1. Sensitize communities on effects of climate change		-	Target achieved	not	No budget allocation to the unit from both GoG and Municipal Assembly
			2. Educate community members on early warning signs of natural disasters		-	Target achieved	not	No budget allocation to the unit from both GoG and Municipal Assembly
<b>INFRASTRUCTURE, ENERGY AND HUMAN SETTLEMENT DEVELOPMENT</b>								
Period	Programmes	Sub-programme	Broad project/activity	Indicators			Remarks	
				Baseline (2013)	MTDP Target	Achievement		

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20	Infrastructure development	Road Development	1. Reseal of Juaben main Road 3.7km		-	-	Inadequate funds
		Road Development	2. Construction and replacement of culverts within the Municipality		-	-	Inadequate funds
		Road Development	7. Undertake traffic management program		-	-	
<b>Create and sustain an efficient and effective transport system that meets user need</b>							
	Infrastructure development	effective and efficient transport system	1. Construct 15 bus stops along the trunk roads		15	0	Lack of sponsors to advertise by providing the sheds
			2. Update records of transport operators and issue permits for their operations within the Municipality		Register all new unions and renew operational permits of existing ones	Data on transport operators updated and permit of existing ones renewed	
			3. Educate the public and transport operators on Urban Transport Bye Laws and the new road Traffic Act (LI218) 2012		4 of such meetings (One each Quarter)	4 public education on urban transport bye-laws held	



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			4. Carry out route and terminal survey		Route and terminal survey of all routes	Route and terminal survey of all routes	
			5. Carryout traffic control		Ensure the intersections within the major trunk roads are free to traffic at all times	Police Service, Urban Roads and Department of Transport through joint effort ensured that intersections were devoid of congestion	Permit Joint Task Force (PJTTF) was formed to oversee this activity
	Human Settlement Development	Urban Development and Management	1. Develop local plans for 10 peri-urban communities	10	10	19	
2. Educate the public on building regulations					On-going		
3. Conduct routine inspections and enforce building regulations					On-going		
4. Implement Street Naming and Property Addressing System in 5 towns					Juaben Township		

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			5. Review, streamline and publicize development application procedures			On-going	
			6. Hold meetings with traditional authorities to sanitize development procedures			On-going	
			7. Strengthen skills of all staff engaged in development application processing			On-going	
<b>Increase access to adequate, safe, secure and affordable shelter</b>							
Human Settlement Development	Access to adequate, safe, secure and affordable shelter	1. Collaborate with private investors for the provision of housing schemes				Not started	Target not achieved
		2. Construct two Small Water System service	-	3		3 Have been constructed	Target achieved
		3. Institute regular meeting with Water teams and WATSANS		On-going		On-going	Target achieved

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			for efficient management of water supply				
			4. Construct 40no. boreholes		40	20	On-going
			5. Mechanize 15 boreholes across the Municipality		15	3	On-going
			6. Repair 20no. existing boreholes		-	-	Target not achieved
<b>Accelerate the provision of improved environmental sanitation facilities</b>							
	Sanitation	Provision of improves environmental sanitation facilities	1. Support house-hold toilet construction		-	-	Target not achieved
			2. Construction of 10 WC Institutional toilet facilities		10	11	Target achieved
			3. Construct 8no. 16-seater WC across the Municipality		8	11	Target achieved
			4. Promote School Hygiene Education (SHEP) programme in basic schools		-	-	On-going
			5. Rehabilitate 5no. public toilet annually				On-going
			6. Evacuate and Fumigate refuse dump sites within				On-going

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			the Municipality				
			7. Procure waste management equipment /tools			5 skip containers 1 skip loader 100 Waste bins	Target achieved
			8. Construct Solid and Liquid disposal sites			Site has been acquired	On-going
			9. Update data on sanitation facilities			A document is being prepared	On-going
			10. Identify, register medically screen food vendors, butchers, sachet water producers etc.	-		Quarterly	On-going
			11. Strengthen capacities of MEHU				Target not achieved
			12. Conduct community education on environmental sanitation and management through durbars and campaigns		1	1	Target achieved

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			13. Construct slaughter house with 10-seater W.C toilet, bio-gas facility, a holding pen and mechanized borehole and conduct ESMP				Target achieved
			14. Review, gazette and enforce environmental sanitation bye-laws				Target achieved
<b>HUMAN DEVELOPING RESOURCES FOR NATIONAL DEVELOPMENT</b>							
Period	Programmes	Sub-programme	Broad project/activity	Indicators			Remarks
				Baseline (2013)	MTDP Target	Achievement	
2016	Education	Inclusive and equitable access to education	1. Construct 6no. KG Blocks				
			2. Construct 4 No 6-Unit Classroom Blocks with Ancillary Facilities		4 classroom blocks constructed	Completed and in use	Target achieved
			3. Construct 15No 3Unit Classroom Blocks with Ancillary facilities		8 classroom blocks constructed	Completed and in use	Target achieved
			4. Support Municipal Sporting activities			Target achieved not	Target achieved

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2017			5. Rehabilitate 20no. basic schools in the Municipality		5 No. basic schools rehabilitated	On-going	Target achieved
			6. Construct 2no. Community SHS in the Municipality			Target achieved not	Target achieved
			7. Construct 1No SHS Dormitory Blocks		1 No. Dormitory block constructed	Completed and in use	Target achieved
			8. Construct 1no. Assembly Hall			Target achieved not	Target achieved
	Education management	effective management of education	1. Procure 2000 pieces of Dual Desks and 2,000 Mono Desks		500 pieces of dual and 100 mono desks procured	On-going	Target achieved
			2. Construct 10No Institutional Toilet Facilities		10 no toilet facilities constructed	On-going	Target achieved
			3. Construct 5No 4-Unit Teachers Quarters		Construction works done	completed	In use by teachers in the said communities
			4. Organize Teachers' Awards annually		-	-	Target not achieve
			5. Support Municipal Sporting activities		-	-	Target not achieved

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			6. Monitor the School Feeding Programme (SFP)		30 schools were enrolled on the program at its inception	60 schools are enroll on the programme	There is improvement in school retention
			7. Support Youth Guidance & Counselling Centres in basic schools		GES in collaboration with GHS have organise 27 visits Municipal wide	On-going	Increase the budget allocation to ensure the coverage of the Municipality
Health and Health service delivery	Bridge equity gaps in access to health care	1. Construct and furnish 6No. CHPS Compound		6no CHPS compound constructed and furnished	Completed and in use	The is significant improvement in the lives of the rural people	
		2. Construct 1no. Paediatric unit		Constructed and furnished	Completed and in use	The is significant improvement in handling of neo-netal's lives and children in general	
		3. Completion of 1no. E.N.T clinic		Constructed and furnished	Completed and in use	Improvement in the quality of health care delivery in the Municipality.	
	Health and Health service delivery	Bridge equity gaps in access to health care	4. Construct and furnish Children's , Male and Female		Constructed and furnished	Completed and in use	There is significant improvement

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			Ward				the quality of health care delivery in the Municipality.
			5. Completion of Children's ward		Constructed and furnished	Completed and in use	The is significant improvement in handling of neo-natals lives and children in general
			6. Construction of Emergency ward		Constructed and furnished	Completed and in use	There is significant improvement the quality of health care delivery in the Municipality.
			8. Construction of X-ray Unit		Constructed and furnished	Completed and in use	Target achieved
	Health Service management	Efficiency and management in health service delivery	1. Construct 2No. Doctors bungalows		-	-	Target not achieved
			2. Construct Municipal Health Director's bungalow		-	-	Target not achieved
			3. Conduct Annual Awards and performance reviews		8	4	Target not achieved



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			4. Construct Administrative block for Juaben Hospital		1	1	Target achieved
			5. Organise 2 training workshops for private health providers to improve quality of service		-	-	Target not achieved
			6. Organise 3 training workshops on moral ethics in health service delivery		-	-	Target not achieved
	<b>HIV/AIDS, STDs and Tuberculosis</b>	Enhance national capacity for the attainment of lagging health MDGs, as well as non-communicable diseases (NCDs) and Neglected Tropical Diseases (NTDs) capacity for the attainment of lagging health MDGs	1. Support immunization & education on preventable diseases		Communities and educational facilities are given talk shows on the prevention of some diseases.	On-going	Target is achieved
			2. Undertake 10 Maternal and Child Health Campaigns		10 Maternal and Child Health Campaigns organized	On-going	Target is achieved
			3. Support Roll back Malaria activities		Campaigns is organized twice a year	OPD cases on malaria has reduced	On-going

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	<b>HIV/AIDS, STDs and Tuberculosis</b>	Ensure the reduction of new HIV and AIDS/STIs infections, stigmatization especially among the vulnerable groups	1. Conduct 20 HIV/AIDS education campaign on stigma reduction, behavioural change and counselling and testing (at least 50% of participants being female)		5 Campaigns organized	Out most reduction stigma.	On-going
			2. Train and equip health workers in the Municipality on PMTCT		50 Community nurses trained	17 Community nurses trained	Target not achieved
			3. Establish 1no. youth friendly centre		-	-	Target not achieved
			4. Conduct 10 public education on communicable diseases (TB and others)			There is drastic reduction in recorded cases	Target achieved
			5. Organise quarterly Family Planning Education to the public and PLHIV association (30 participants) in Juaben sub-districts		Quarterly Family Planning Education is Organise to the public and PLHIV	The risk of mother to child transmission is reduced	On-going

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			6. Organise quarterly focus group discussions with youth groups to improve knowledge on HIV prevention, condom use and stigma reduction		Discussions are organised quarterly with groups to improve the knowledge base of the youth	About 90% of youth have received varied information on causes, effects and various forms of transmission	Target is achieved
	Population Management	Integrate population variables into all aspects of development planning at all levels	1. Educate 12 youth organisation on contraceptive use	-	12	3	Target not achieved
2. Form population clubs in 5 SHS within the Municipality				-	-	Target not achieved	
3. Educate 20 JHS schools on teenage pregnancy			-	-	-	Target not achieved	
<b>TRANSPARENT, RESPONSIVE AND ACCOUNTABLE GOVERNANCE</b>							
Period	Programmes	Sub-programme	Broad project/activity	Indicators			Remarks
				Baseline (2013)	MTDP Target	Achievement	
	<b>Promoting the Practice of Democracy and Institutional Reform</b>	Enhance platforms for engagement with civil society and private sector and improve responsiveness	1. Organise public hearing on plan preparation and budgeting at the local level.				
			2. Organise Town Hall Meeting		8 town hall meetings organized	5 town hall meetings organized	Target achieved

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		by governance institutions	3. Organise radio-talk shows to disseminate information on the status of implementation of Assembly projects/ programmes		-	-	Target not achieved
			4. Organize a 2-day training workshop on the role of traditional authority in development process		-	-	Target not achieved
			5. Organize end-of -year press briefing on the implementation status of Assembly's programmes and projects		-	-	Target not achieved
			6. Carryout community sensitization on the implementation of projects		6 community sensitization organized on project implementation	6 community sensitization organized on project implementation	Target achieved
			7. Celebrate national days		National days observed	National days observed	Target achieved
<b>Ensure effective implementation of the decentralization policy and programmes</b>							
	Strengthening Local	Decentralization policy and	1. Inaugurate 9-zonal councils		9	9-zonal councils Inaugurated	Target achieved

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	Governance and Decentralization	programmes	2. Train Zonal Council Staff in their functional areas		-	-	Target achieved	not
			3. Renovate and equip the offices of the zonal councils		-	-	Target achieved	not
			4. Organise Mid and end-year review meetings		-	-	Target achieved	not
			5. Organise quarterly MPCU meetings		12 quarterly MPCU meetings	10	Target achieved	
			6. Monitor the implementation of projects and programmes		All projects are Monitored	All projects are Monitored to ensure quality jobs by contractor	Target achieved	
			7. Build the capacity of Assembly's staff		-	-	Target achieved	not
			8. Conduct statutory meeting of the Assembly within the plan period		60 statutory meeting of the Assembly within the plan period	45 statutory meeting conducted	Target achieved	is
	Strengthening Local Governance and Decentralization		Integrate and institutionalize district level planning and budgeting	1. Train Zonal Councils staff in Community Action Plans preparation		-	-	Target achieved

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		through the participatory process at all levels	2. Train Assembly members in project monitoring and evaluation		-	-	Target not achieved
			3. Train Zonal Council staff on Assembly budget preparation		-	-	Target not achieved
			4. Sensitize communities on their roles and responsibilities in development process		3 community durbars organized	On-going	50% target achieved
	Women Empowerment	Promote gender equity in political, social and economic development systems and outcomes	1. Train 20 and encourage women to participate in Local governance		-	-	Target not achieved
			2. Strengthen gender planning skills in the Assembly		-	-	Target not achieved
			3. Review Gender profile of the Assembly		The process has been Reviewed		
		Safeguard the security, safety and protection of the rights of the vulnerable	1. Conduct campaign on girl-child education and provide financial support		Radio talk shows organized on girl-child education	On-going	52% achieved

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		in society, especially women and the girl child	2. Educate Opinion leaders and Community members on Gender Base violence quarterly		-	-	Target achieved	not
			3. Conduct quarterly talk-shows on Local FM Stations on gender-based domestic violence		-	-	Target achieved	not
		Promote gender equity in political, social and economic development systems and outcomes	1. Train 60 women association/ groups in advocacy and lobbying skills		-	-	Target achieved	not
			2. Support implementation of Gender Responsive and Skills Development Project		-	-	Target achieved	not
	Security and Justice	improve internal security for protection of life and property	1. Educate the public on Bye Laws of the Assembly		1	1	Target achieved	
			2. Conduct 10 safety awareness campaign for the public		-	-	Target achieved	not
			3. Construct 1 No. 3-unit bedroom bungalow for		-	-	Target achieved	not

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			Municipal Magistrate				
			4. Rehabilitation and furnishing of 2no. courts		-	-	Target not achieved
			5. Construction of District court in the Municipality				Target not achieved
			6. Increase logistics support to the Municipal Police Command		Motor bikes and other logistics are being provided to the Police to improve security in the Municipality	They are in good condition	Target is achieved
			7. Form, train and support the formation of 20 neighborhood watchdog committees within the Municipality		20	7	Target not achieved
			8. Undertake periodic Road Safety Campaigns		-	-	Target not achieved
			9. Completion of Municipal Police Station		Project is completed	The station is in good condition and has improved the security situation	Target is achieved



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						in the Municipality	
			10. Provision of street lights		500 street bulbs were supplied Municipal wide	Which has significantly contributed to the reduction crime rate	Target achieved

## **1.4 Revenue and Expenditure Performance of the Assembly (2014-2017)**

### **1.4.1 Revenue Performance From 2014-2017**

The Assembly receives funds from internal and external sources. The internal source is the Internally Generated Fund (IGF) while the external source is the Grants received from government and donor agencies. The source of IGF includes; rates; land; fees and fines; licenses; rent; investment; and miscellaneous. The source of Grants includes; DACF, Ghana School Feeding Programme; CODAPEC (MOFA), Disability Fund, Urban Development Grant (UDG) Urban Transport Project; and the District Development Facility (DDF).

Table 1.2 Internally Generated Fund (IGF), 2014-2017

Item/Year	2014			2015			2016			2017		
	Estimate GH¢	Actual GH¢	% Perf	Estimate GH ¢	Actual GH ¢	% Perf.	Estimate GH ¢	Actual GH ¢	% Perf	Estimate GH ¢	Actual GH ¢	% perf.
<b>Rates</b>	250,800	<b>202,537.27</b>	81%	230,000	<b>225,7240.32</b>	98.1%	265,000	<b>223,053</b>	84.1%	284,150	<b>103,478</b>	36.4%
<b>Land</b>	255,000	<b>473,354.65</b>	186%	415,820	<b>401,160.94</b>	96.4%	429,200	<b>421,578.29</b>	98.2%	465,412	<b>138,399</b>	30%
<b>Fees and fines</b>	226,770	<b>339,260.55</b>	150%	357,120	<b>370,590.92</b>	104%	398,957	<b>363,184.86</b>	91%	446,133	<b>217,311.90</b>	49%
<b>Licenses</b>	196,550	<b>160,695.35</b>	82%	172,600	<b>160,504.50</b>	93%	219,200	<b>182,663.40</b>	83.3%	292,551	<b>171,828.10</b>	59%
<b>Rent</b>	209,400	<b>152,856.50</b>	73%	226,00	<b>217,432</b>	96%	226,000	<b>85,534</b>	37.8	14,5046	<b>94,392</b>	65%
<b>Investment</b>	15,000	<b>21,544.84</b>	144%	5,000	<b>27,000</b>	540%	5,000	<b>0.68</b>	0.01	5,000	<b>20.00</b>	0.4%

Source: Finance Office, EJMA, 2017

During the period 2014-2017, the total IGF influx to the then Assembly's account amounted to GH¢1,994,989.01 against the estimated amount of GH¢2,713,965. The performance of IGF from 2014 to 2017 was 73.7 percent over the valued revenues. The total actual and estimates received from IGF from 2014-2017 are presented in Table 1.2 (c). The performance of each of the revenue head from the IGF outdid more than 50% over the estimated amount. For instance, revenue performance in 2014 was 71.6% over the estimated amount. On the other hand, revenue performance was 59.3% in 2012 over the estimated amount. Also, revenue performance was 79.2% in 2012 while in 2017 the performance was 78.8% over the estimated amount.

Table 1.3 Budgeted IGF over Actual from 2014-2017

Year	2014 GHC	2015 GHC	2016 GHC	2017 GHC	TOTAL
Estimates	1,113,520	1,406,540.00	1,5433.57	1,638,292	6,715,240
Actual	1,350,249.16	1,402,412.68	1,276,014.23	725,517.05	5,521,369.01
<b>Percentage Performance</b>	117.05	99.71	82.68	44.28	<b>82.22%</b>

Source: Finance Office, EJMA, 2017

Table 1.4 Total Releases from Government of Ghana

<b>PERSONNEL EMOLUMENTS (wages and salaries)</b>							
Year	Requested As planned (A)	Approved As per ceiling (B)	Released C	Deviations		Actual Expenditure D	Variance (C-D)
				A-B	B-C		
2014	1,330,000.00	1,330,000.00	695,422.84	-	634,577.16	695,422.84	-
2015	3,519,586.00	3,519,586.00	2,666,786.51	-	852,799.49	2,666,786.51	-
2016	3,519,586.00	3,519,586.00	3,473,900.48	-	45,685.52	3,473,900.48	-
2017	2,778,763.00	2,778,763.00		-			-
<b>CAPITAL EXPENDITURES/ASSETS</b>							
Year							-
2014	2,571,700.00	2,571,700.00	1,909,196.09	-	662,503.91	1,909,196.09	-
2015	4,681,903.16	4,681,903.16	3,531,005.63	-	1,150,897.53	3,531,005.63	-
2016	5,684,452.00	5,684,452.00	4,514,611.92	-	1,169,840.08	4,514,611.92	-
2017	7,054,878.00	7,054,878.00		-			-
<b>GOODS AND SERVICES</b>							
2014	1,399,300.00	1,399,300.00	1,206,477.00	-	192,823.00	1,206,477.00	-

<b>PERSONNEL EMOLUMENTS (wages and salaries)</b>							
Year	Requested As planned (A)	Approved As per ceiling (B)	Released C	Deviations		Actual Expenditure D	Variance (C-D)
				A-B	B-C		
2015	1,298,000.00	1,298,000.00	1,297,958.97	-	41.03	1,297,958.97	-
2016	1,490,664.00	1,490,664.00	1,230,002.90	-	260,661.10	1,230,002.90	-
2017	12,559,017.00	12,559,017.00					

Source: MPCU-JMA, 2017.

The Assembly could not meet its target in any of the years during the plan period as a result of the following factors:

- No motivation for revenue collectors
- Inadequate logistical support for effective revenue collection and target setting
- Irregular checking and auditing of books of collectors
- Inadequate revenue collectors
- Unreliable rateable database.

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Table 1.5 Grants Received from 2014-2017

Sources	2014			2015			2016			2017		
	Planned	Actual received	Variance	Planned	Actual received	Variance	Planned	Actual received	Variance	Planned	Actual received	Variance
GoG	2,658,411.00	1,635,256.55	1,023,154.45	4,794,045.38	3,125,630.76	1,668,414.62	3,578,495.00	3,508,592.48	69,902.52	2,701,332.00	397,868.61	2,303,463.39
IGF	1,153,520.00	1,350,249.16	(196,729.16)	1,406,540.00	1,402,412.68	4,127.32	1,543,357.00	1,276,014.23	267,342.77	1,638,292.00	311,120.68	1,327,171.32
DACF	2,099,960.00	352,805.95	1,747,154.05	2,494,408.00	2,570,419.95	(76,011.95)	2,500,000.00	2,341,939.43	158,060.57	3,538,515.00	-	3,538,515.00
DDF	444,090.00	706,590.61	(262,500.61)	523,300.00	437,781.00	85,519.00	699,259.00	749,623.00	(50,364.00)	1,689,646.00		1,689,646.00
UDG	766,927.00	1,547,083.16	(780,156.16)	2,581,670.00	1,789,003.95	792,666.05	2,640,000.00	2,111,194.54	528,805.46	2,868,859.00	-	2,868,859.00
Development Partners	157,389.00	125,809.00	31,580.00	100,000.00	75,000.00	25,000.00						
GET Fund												

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Other (please, specify)												
Total	7,280,297.0 0	5,717,794. 43	12,998,09 1.43	11,899,963.38	9,400,248.34	21,300,211.72	10,961,111.00	9,987,363.68	20,948,474.68	12,436,644.00	708,989.29	13,145,633.29

Source: Finance Office, EJMA, 2017

### 1.4.2 Update on Disbursement from Funding Sources

The total amount of grants received as DACF, CODAPEC, Disability fund, GSFP, UTP and DDF received from 2014-2017 was GHC8,110,893.49. The highest amount the Municipality received was in 2013 which sums up to GHC2,667,655.03. From 2010 to 2013 revenue from grants increased consistently as showed in Table 1.2 (e). DACF and DDF recorded the highest grant in 2010 and 2011. But in 2012, the highest grant was received from DDF followed by the GSFP. In 2013, UPT recorded the highest amount followed by the GSFP.

Table 1.6 Expenditure Performance From 2010-2013

Item/Year	2010		2011		2012		2013	
	Actual GH C	%	Actual GH C	%	Actual GH C	%	Actual GH C	%
<b>Personal emolument</b>	465,606.68	15.90	527,135.40	15.8	540,540.71	11.4	1,830,605.04	33.6
<b>T&amp;T expenses</b>	94,527.84	3.2	102,971.54	3.1	235,703.58	5.0	200,606.10	3.7
<b>General expenses</b>	73,804.66	2.5	86,030.85	2.6	61,528.40	1.3	67,544.00	1.2
<b>Maintenance/ Repairs/renovation</b>	2,024.60	0.06	2,074.60	0.1	43,130.00	0.9	30,175.65	0.6
<b>Other recurrent expenditure</b>	93,180.66	3.2	103,322.62	3.1	132,715.30	2.8	507,047.47	9.3
<b>Capital expenditure (IGF)</b>	2,203,824.01	75.1	2,519,612.32	75.4	1,956,502.89	41.3	107,692.03	52.2
<b>Total</b>	<b>2,932,968.45</b>	<b>100</b>	<b>3,341,147.33</b>	<b>100</b>	<b>4,736,199.92</b>	<b>100</b>	<b>5,452,633.88</b>	<b>100</b>

Source: Finance Office, EJMA, 2017

Table 1.6 shows the allocation of funds received for the planned period (2010, 2011, 2012 and 2013). Capital expenditure recorded the highest in 2010 (75%), 2011 (75.4) and 2012 (65.9%). Personal emolument recorded the second highest in 2010 (15.9%), 2011 (15.8%) and 2010 (18.2%). The Assembly utilized the revenue to implement programmes and projects to improve conditions of people in the Municipality.



### **1.4.3 Measures put in place to increase IGF from 2018-2021**

- Establish revenue database for the Assembly
- All properties will be revaluated to increase property rate earnings
- Ensure that considerable part of revenue received is devoted to projects to benefit rate payers
- Reinforce supervision to reduce revenue leakages
- Steady training of revenue collectors and provision of needed logistics
- Involve traditional authorities, sub-Municipal structures, Assembly members and security agencies in revenue mobilization.
- Appointment of resourceful private revenue collectors in the collection of revenue
- Ensure swift action of revenue debtors

### **1.4.4 Reasons for Deviations in the Implementation of Set Target**

- Unhinged disbursement of funds (DACF and donor funds)
- Some of the programs were over ambitious in their scope and definition.
- Inadequate logistics for monitoring and evaluation
- Implementation of cross cutting projects and programmes outside the plan

### **1.4.5 Lessons learnt**

- Assembly spending should replicate and match the planned programmes and projects
- Stakeholders should be actively involved in the plan execution to ensure timely completion of programmes and projects
- Improved observance to monitoring and scheduled timing leads to timely and effective plan implementation
- Making logistics available facilitates monitoring and evaluation of planned programmes and projects
- Commitment to plan implementation leads to high performance

## **JUABEN MUNICIPAL PROFILE**

### **1.5 PHYSICAL AND NATURAL ENVIRONMENT**

The profile of Juaben Municipal in terms of natural and built environment; demographic characteristics, local economy, social characteristics is analyzed below

#### **1.5.1 Institutional Capacity**

#### **1.5.2 Location and Size of Juaben Municipal**

The Juaben Municipal lies within Latitudes 1° 15'N and 1° 45'N and Longitude 6° 15'W and 7° 00 W. It occupies a land area of 364,674 hectars (365 sq. km.). The Municipality lies in central part of the Ashanti Region and shares boundaries with Six (6) different districts in the Region. They are Sekyere East and Afigya Kwabre to the Northeast and North-West respectively; Ejisu to the Western, the Bosomtwi to the South West; the Asante Akim South to the East and the Kumasi Metropolitan Assembly to the North. The location of the Municipality at the heart of the region and its span in terms of land area puts accounts for the numerous neighboring districts. This puts the Municipality in a good position when it decides to go into joint district development initiatives.

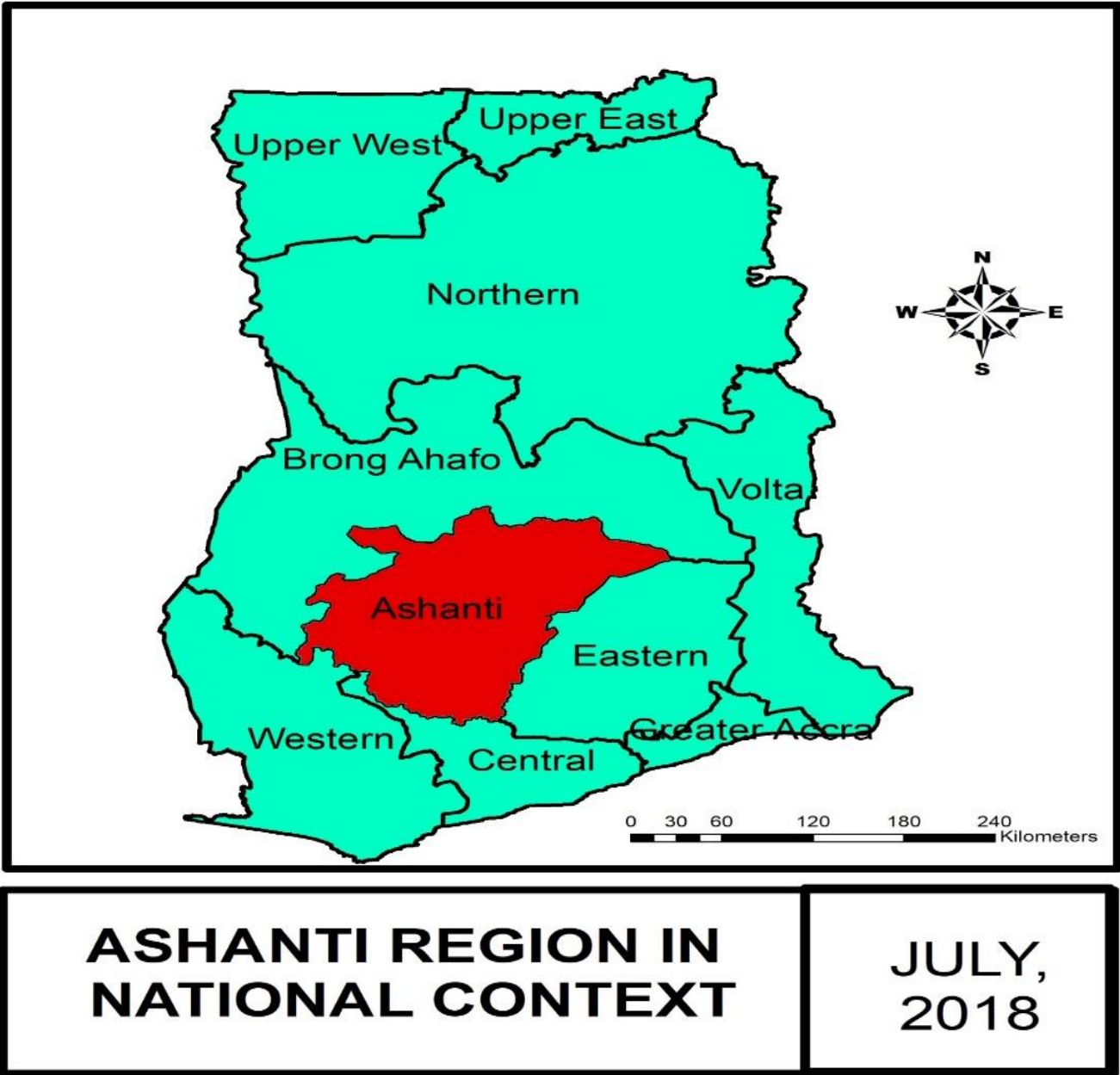


Figure 1.1: Map of Juaben Municipality in National Context  
Source: Juaben Municipal Planning Unit, July 2018.

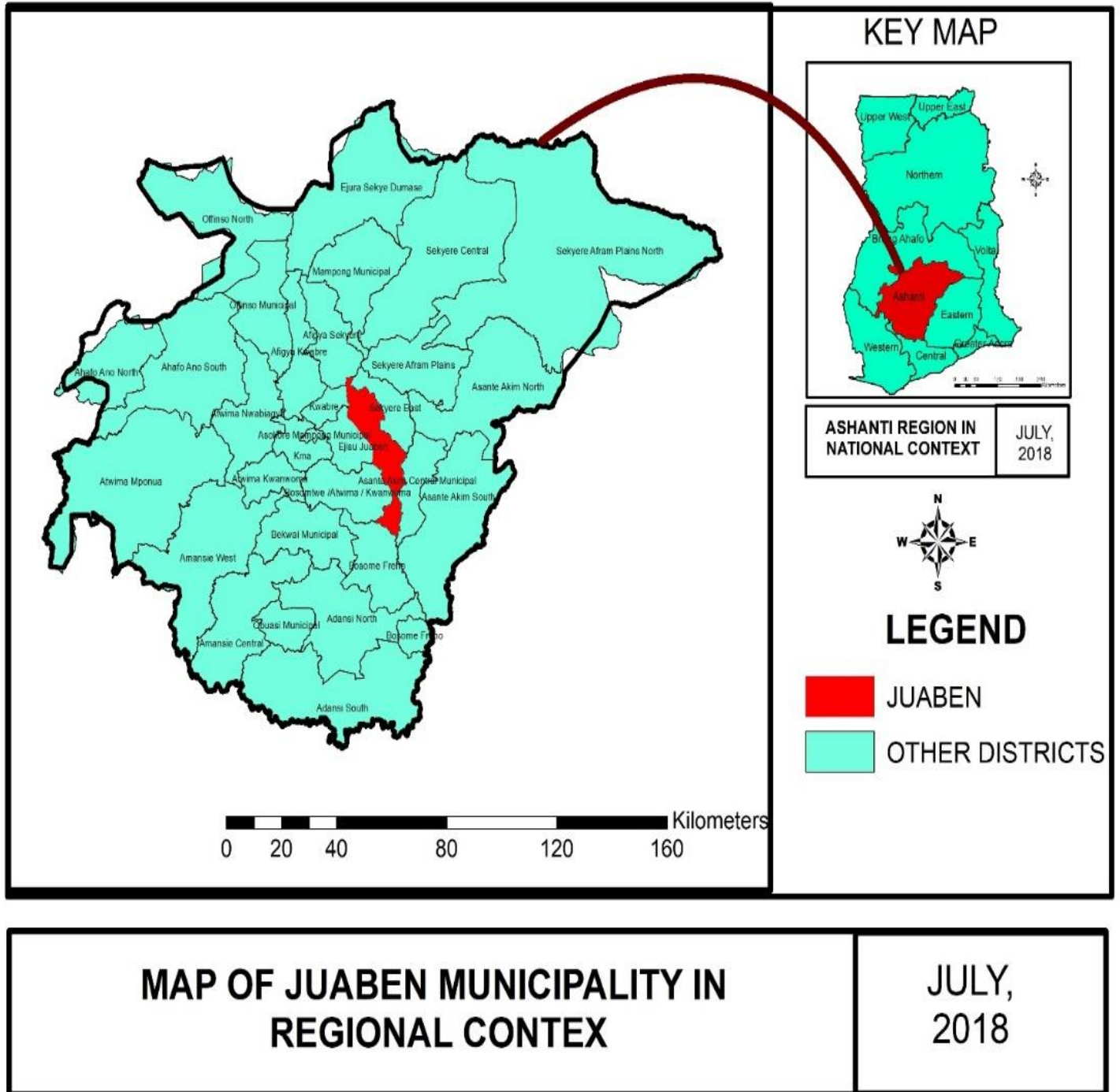


Figure 1.2: Map of Juaben Municipality in Regional Context.

Source: Juaben Municipal Planning Unit, July 2018.

### **1.5.3 Topography and Drainage:**

The topography of the Municipal area is generally undulating, dissected by plains and slopes with heights ranging between 240 meters and 300 meters above sea level. The high grounds are the portion of the Atiwa- Atakpame mountain range. The Oda, Anum, Bankro, Hwere and Baffoe Rivers are the major rivers draining the area. Seasonal flooding occurs in the inland valleys and along river basins.

- **Implications for Development**

Irrigation agriculture remains a potential especially around inland valleys where there are large expanse of flat lands. An example is the Anum River Valley used for irrigation rice production at Nobewam. The rivers also offer potentials for potable water for human consumption and industrial use in the Municipality.

### **1.5.4 Climate**

Like most areas that lie in the wet semi-equatorial forest zone in Ghana, the Municipal has bi-modal rainfall pattern. The major rainfall period begins from March to July peaking in July. The average annual rainfall for the major season is about 1200mm – 1500mm per year. The minor rainfall period begins in September and tapers off in November with an average minor annual rainfall of 900mm- 1120mm per year. December to February is usually dry, hot and dusty. Mean annual temperatures in the Municipal area are lowest around 25°C in August and highest around 32° C in March. Relative humidity is moderate but quite high in during the rainy season.

- **Implications for Development**

Even though the rainfall is adequate for crop cultivation, its unpredictability and seasonality have adverse implications for rain-fed agriculture. This notwithstanding, the climate is ideal for the cultivation of cash and food crops as cocoa, oil palm, maize, cocoyam, plantain, cassava, rice and vegetables. Climate change is becoming more evident in the district which 2015 recording an average as low as 920mm during the major and 750mm in the minor season.

### **1.5.5 Vegetation and Forest Resources**

Juaben Municipal lies in the semi – deciduous forest zone of Ghana. The flora and fauna is diverse and composed of different species of both economic and ornamental tree species with varying heights, game and wildlife. The trees shed their leaves during the dry season. The Bobiri Forest Reserve for example is renowned for its butterfly species, greenery and varied flora and

fauna. The rich forest within the Municipality has undergone extensive changes as a result of “galamsey”, urbanization and illegal lumbering. These human induced activities have resulted in the destruction of large forest areas and pose serious threat to the ecosystem. This has led to the extinction of some tree and animal species

#### **1.5.6 Geology and Soils**

The geology of the Municipality is characterized by pre-cambrian rocks of the Birimian and Tarkwaian formations that are generally suitable for agriculture. The soils include the associations of the Kumasi-Offin Compound, Bomso- Offin Compound, Kobeda-Esshiem-Oda Compound, Bekwai-Oda Compound, and Juaso-Mawso.

The forest patches within the belt have soils developed over granites (Kumasi series), Phyllites (Bekwai-Oda Compound,) and quartzites (Juaso-Mawso), similar to those occurring within the Forest belt. Within these areas, cash crops such as cocoa, oil plantation and ginger as well as food crops like maize, plantain, cocoyam and cassava can successfully be extensively cultivated if management practices for such soils are strictly enforced. Extensively developed along the banks of the major rivers and streams within the belt are forests and Savannah Gleoisols. These too can be developed for the prolific and sustained production of rice, sugarcane and vegetables.

#### **1.5.7 Natural Resource Utilization**

The natural resources comprise of mineral resources, arable lands, and forest and water resources. The mineral resources are largely clay and gold deposits which could be utilized in producing burnt bricks for the construction industry and mining of gold ore to produce jewelry. The available technologies for extracting the existing resources are manual/physical labor and open cast mining and sand washing.

The arable lands are utilized for the cultivation of oil palm, oranges, cocoa, maize, rice, vegetables and livestock rearing. Farmers employ basic farming implements such as hoes and cutlasses and simple irrigation schemes in utilizing these resources. The forest reserve in the Municipality is sanctuary for butterfly species and is a huge potential for development and tourism. The Ghana Tourism Authority is seriously considering its development.

The water resources comprise mainly of rivers and ground waters. They are utilized in livestock rearing, rice and vegetable production, domestic uses and the construction industry. The

available technologies for extracting these existing resources are Borehole drilling and irrigation canals, Water tankers for construction industry and domestic consumption.

Table 1.7 Natural Resources

Natural Resource	Type	How is the resource utilized?	Available technologies for extracting the existing resources	What technologies can be used for extracting the existing resource?	What technologies are available to enhance the utilization of these resources?	What technologies do you think can enhance the utilization of the resource?
Mineral Resources	Clay	For the production of burnt bricks for the construction industry	Manual/physical labour	Mechanized extraction using earth moving equipment	Kiln drying process developed by the Building And Road Institute of the CSIR	Porters wheel with modern kiln for the production of kiln-dried clay products like local water coolers, cups and plates
	Gold Deposit	Mining of Gold ore for the production of jewellery	Open cast mining and sand washing	Mechanized extraction		
Arable Land	Land that supports cultivation of three crops vegetables cereals, etc	For the cultivation of oil palm, oranges, cocoa, maize, rice and vegetables. Livestock raising	Basic technology ie: hoes and cutlasses and simple irrigation schemes	Mechanized irrigation schemes	The and Good Agricultural Practices	High level Mechanization
Forest Reserves	Semi-deciduous Forest (Bobiri Reserve)	Sanctuary for butterfly species and potential for tourism	Ghana Tourism Authority's plan for the development of the sanctuary into a tourist hub	Development of recreational facilities, guest houses and restaurants.	Public/Private Partnership arrangements	Available research findings by the research institutions like Agric Faculty Of KNUST, Crop Research Institute of CSIR and FORIG
Water Resources	Rivers and Ground water	Livestock raising, rice and vegetable production and domestic uses and construction	Borehole drilling and irrigation canals Water tankers for construction	Sustainable water management systems like re-forestation along the river valleys and the prohibition of	Sustainable water management systems like re-forestation along the river valleys and the prohibition of farming	Sustainable water management practices



*MEDIUM TERM DEVELOPMENT PLAN 2018-2021 (JUABEN MUNICIPAL ASSEMBLY) DRAFT*

		industry	industry and domestic consumption	farming close to the water bodies	close to the water bodies. However these must be enforced by the appropriate institutions	
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Source: Juaben Municipal Planning Unit, July 2018.

#### ***1.5.7.1 Support for Effective Use of Natural Resource***

The measures put in place to ensure the effective utilization of the mineral resources include the control of sites by BIRRI of the CSIR. Education of community members on the need to avoid misuse of the resource are some of measures put in place to ensure the sustainability of the mineral resources.

The Assembly has not gazetted measures for the utilization of the arable lands and measures put in place to ensure the sustainability of arable lands are preservation of special trees on farm lands, sustainable land and water management by MOFA. The measures put in place to ensure the effective utilization and sustainability of the forest resources are contained in the National Policy on sustainable management of Forest Reserves and Patrols by Forest Guards of The Forestry Commission. Lastly there seem not to be available specific measures put in place to ensure effective utilization and sustainability of the water resources.

#### ***1.5.7.2 Challenges for the Use of Natural Resource***

The challenge for the utilization of the mineral resources is lack of clearly defined rules and regulations to govern the extraction and utilization of the resource. The utilization of arable lands is confronted with inadequate enforcement of land use policies and regulations. Encroachment by unauthorized persons in the forest is a major challenge confronting the Assembly in promoting the utilization of the forest resources. Lastly, the major challenge for the utilization of the water resources in the Municipality are Pollution of both rivers and ground water by human activity in the Municipality.

### **1.6 DEMOGRAPHIC CHARACTERISTICS**

#### **1.6.1 Population**

The population of the Municipality based on the projected 2010 Housing and Population Census of all the communities is estimated at 95,678 representing 1.2 percent of the region's total with annual growth rate of 1.9 percent. Out of this figure, male constitutes 46,691 (48.8%) and female represents 48,987 (52.2%). This indicates that majority of the population are females. The data reveals further that majority of about 84% of the population make-up the rural population with a sex ratio of 95.3: 100. This means that, out of every 95 males there are 100 females. In spite of the dispersed nature of the settlements in the Municipality, the population appears dense at the northern part of the Municipal. This is as a result of its proximity to the two (2) major towns, namely Ejisu and Kumasi. The Juaben oil mills are also

a pull factor for population growth. The major towns in the Municipality are Juaben, Nobewam, Adumasa, Achiase, New Koforidua, Bomfa, Atia and Kubease.

### 1.6.2 Population Distribution by Broad Age Cohorts

Table 1.8 details the broad age cohorts of JMA with female dominating the entire population.

Table 1.8 Population of JMA by Broad Age Cohorts

AGE GROUP	SEX		TOTAL
	MALES	FEMALES	
<b>All Ages</b>	<b>46,691</b>	<b>48,987</b>	<b>95,678</b>
<b>0-4</b>	6,697	6,563	13,394
<b>5-9</b>	6,441	6,163	12,629
<b>10-14</b>	6,099	5,943	12,055
<b>15-19</b>	4,973	5,063	10,046
<b>20-24</b>	3,873	4,462	8,419
<b>25-29</b>	3,126	4,072	7,272
<b>30-34</b>	2,841	3,473	6,314
<b>35-39</b>	2,508	2,944	5,453
<b>40-44</b>	2,103	2,235	4,382
<b>45-49</b>	1,628	1,912	3,540
<b>50-54</b>	1,464	1,789	3,253
<b>55-59</b>	968	1,136	2,104
<b>60-64</b>	854	963	1,817
<b>65+</b>	1,790	3,049	4,839

Source: JMA, Planning Unit, 2018.

The broad age cohort above indicates that the working class of the Juaben Municipal accounts for 55% of the population thus the Municipality has a potential high labour force. The findings implies that there should be provision of jobs to absorb those in the working class that are unemployed so they can earn some income that will help improve on their standard of living. There may be pressure on the available social infrastructure therefore plans are put in place to ensure efficient social amenities in future.

### 1.6.3. Age-Sex Distribution

The figure below shows the Age-Sex structure for the population in the Municipal as at 2017.

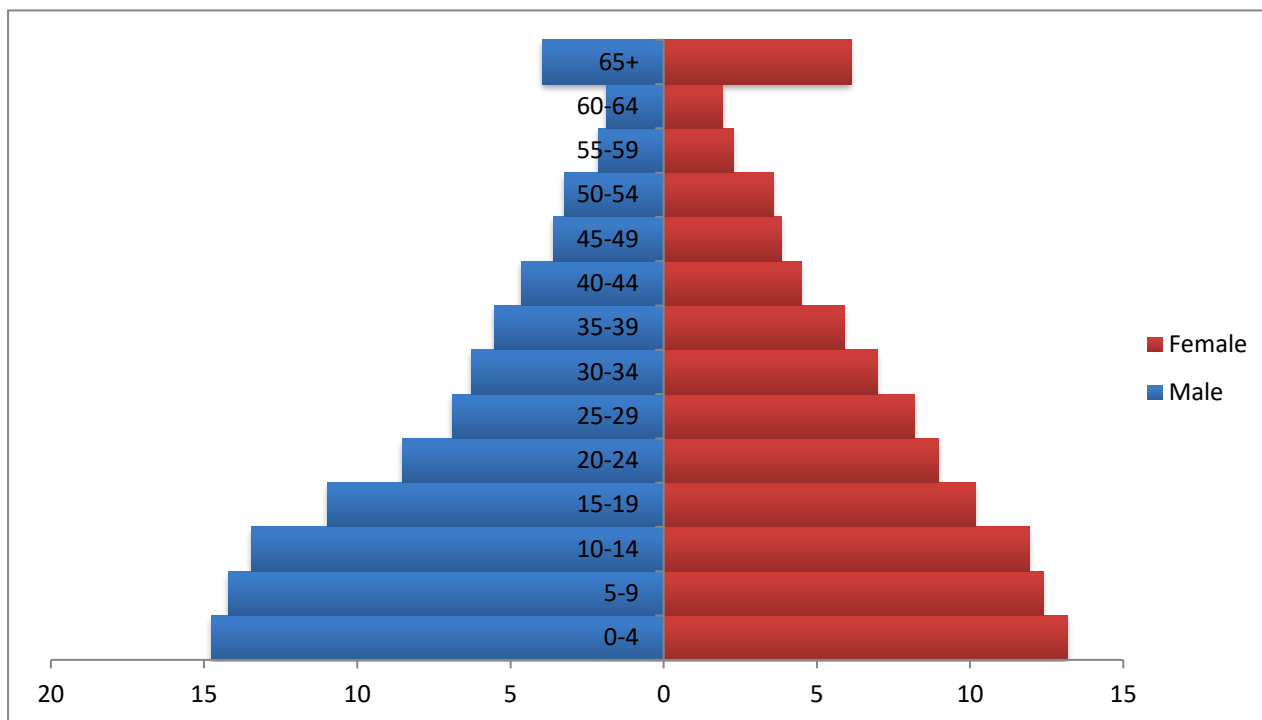


Figure 1.3 Age-Sex Structure of Juaben

Source: JMA Planning Unit, August 2018.

The population pyramid of Juaben Municipal has a broad base indicating a youthful population which is similar to that of Ashanti Region as of 2010. This implies that employment will become an issue to development therefore measures and policies are put in place to ensure equitable opportunities to absorb the youth into the work field in the near future. The Assembly needs more interventions in the educational sector so as to provide the youth with quality education to development their human resource capacity. Moreover, the Assembly is going to invest in the health sector so as to provide Juaben with quality health care, with which the youth as well as the aged (65+) would be catered for.

### 1.6.4 Population Distribution of Urban and Rural areas in the District

A locality may be defined as a distinct cluster which has a name or recognized status. There were three types of localities within the Municipality namely rural, peri urban and urban. According to the 2010 population and housing censuses, localities were categorized into ‘urban’ and ‘rural’ based on population size. Localities with population 5,000 and above can be classified as urban areas while those with less than 5,000 persons are deemed as rural.

A peri-urban area is a transition or interaction zone, where urban and rural activities are juxtaposed and landscape features are subject to rapid modification (Douglas, 2006). The urban areas within the Municipality consist of about 10,882 people representing 11% of the population of Juaben whilst the rural areas constitute about 73%.

**Population Density**

Population Density refers to the number of people per square kilometer of land. Juaben Municipality covers an estimated land area of 365 sq. km.

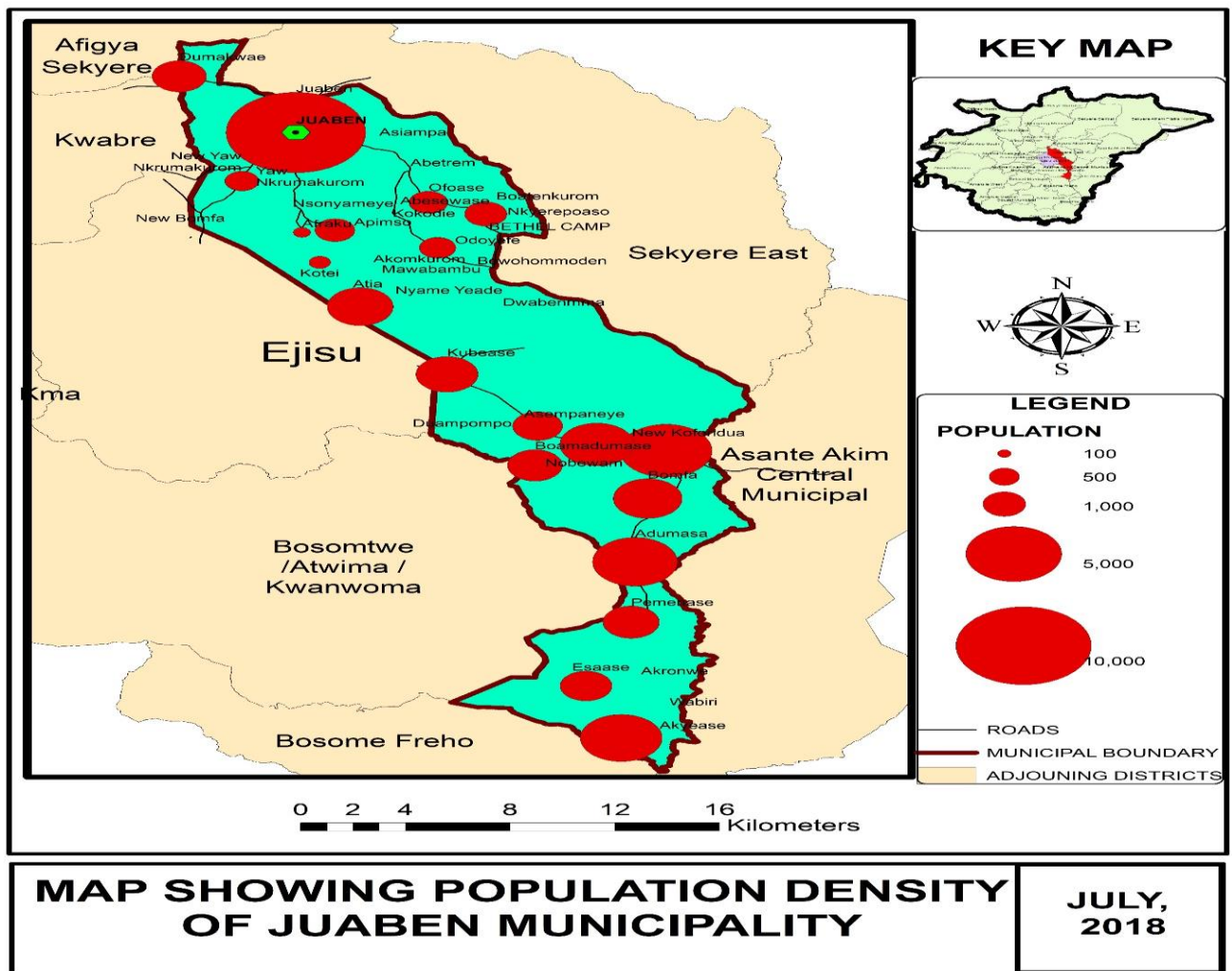


Figure 1.4: Population Distribution of Juaben

Source: JMA, Planning Unit, 2018.

From the figure above, the Municipality has a population density of 230 persons per sq. km. Juaben Area Council has the highest projected population of 10,882 in 2018.

### 1.6.5 Age Dependency Ratio

Age dependency ratio is the ratio of the dependent population. The population that falls within the (0-14 and 65+) age cohort to the population in the working class population (15-64). The age dependency ratio serves as an indicator to measure the level of economic burden on the working class group (15-64). From the age-sex cohort, number of males who fall within the dependent age are 21,027 and females are 21,718. The numbers of males who also fall under the independent age are 24,338 and females are 28,049. Therefore,  
Dependent (0-14 and 65+) both males and females = 21,027 + 21,718= 42,745

Independent (15-64) both males and females= 24,338 + 28,049= 52,387

$$\text{Dependency ratio} = \frac{\text{Dependent}}{\text{Independent}} * 100$$

$$\text{DR} = \frac{42,745}{52,387} * 100 = 0.81 \text{ or } 81\%$$

100 persons from the independent population are taking care of 81 people from the dependent population. The age dependency ratio is higher and it implies that a potential worker is assumed to be more supporting and vice-versa.

### 1.6.6 Fertility Rate

According to the Municipal analytical report of October, 2014 which was based on the population and housing Census (2010), the general fertility rate refers to the number of live births per 1000 women aged 15-49 years in a given year. And the total fertility rate also refers to the average number of children that would be born to a woman by the time she ended childbearing if she were to pass through all her childbearing years conforming to the age-specific fertility rates of a given year (Arthur H. and Carl H., 2011).

The total number of women of childbearing age (15-49) within the Municipality is 24,161 representing 49% of the total population of females within the Municipality. The general fertility rate (GFR) for women in the Municipality is 155 per 1000 live births and Total Fertility rate (TFR) is 3.4.

### **1.6.7 Migration**

A person who moves from one place to another in order to find work or better living conditions is referred to as a migrant. Migration has impacted on the development of the Municipality both positively and negatively. Migrants contribute to population increase in destination areas and decrease in the source area directly.

Ejisu and Greater Kumasi Metropolitan area which boast of well-established commercial and economic interests and services continue to attract the youth and fresh graduates who may be seeking employment opportunities. Therefore, the Assembly should take advantage of government projects and programs such as “One District one Factory” to be able to curtail this problem.

Relatively, Juaben is a primary settlement which tends to attract people from rural communities within and outside the Municipality. With the creation of this new Municipality, it is expected that this trend will continue. Also, the combined effects of the industrial free zones and Boankra inland port projects are expected to attract significant investments. This will result in extensive development and new settlers would be moving into communities such as Nobewam, New Koforidua and Kubease which front those two projects. In effect, those communities will serve as dormitory settlements for industry and port workforce estimated at 20,000.

#### **Implication for development**

The implication for development is that any new spatial development framework and local plans that fails to take into account this estimated influx of people upon the completion of those flagship projects will lead haphazard and uncoordinated development.

### **1.6.8 Gender Equality**

Gender equity means fairness of treatment for women and men, according to their respective needs. Equal treatment or treatment that is different, but considered equivalent in terms of rights, benefits, obligations and opportunities is very important when it comes to local governance. Women are empowered within the Municipality to take up leadership roles and not to be sidelined in appointments and the decision making process.

The Municipality is privileged to boast of a woman as a Member of Parliament (MP). The office of the MP has over the years undertaken a number of sensitization programs aimed at

creating awareness among women of the need and benefits in not only participating in decision making process and also vying for key positions in the local governance structure.

### Implication for development

This is healthy as women who seem to form majority of the population are likely to get involved in the process of governance and decision making at the local level.

### 1.6.9 Religious Affiliation

Table 1.8 shows the population percentages by religion and sex in the Juaben Municipality. It shows that 84.1 percent of the population claim to be of the Christians faith. The proportion of Christians in the Municipality is 6.3 percent higher than the regional figure of 77.8 percent.

Table 1.9 Population by Religion and Sex

	Both Sexes (%)	Males (%)	Females (%)
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
Catholic	13.2	13.0	13.3
Protestant (Anglican Lutheran etc.)	23.0	21.8	24.1
Pentecostal/Charismatic	32.5	30.9	33.9
Other Christians	15.4	15.3	15.5
Islam	8.1	9.0	7.4
Traditionalist	0.9	1.0	0.8
Other (Specify)	0.8	0.8	0.8

Source: Adopted from Population and Housing Census

### 1.6.10 Traditional Set Up and Festivals

The communities that make-up the Municipality are largely situated within the jurisdiction of the Omanhene of Juaben traditional council except communities such as Pemenase, Akronwi, Esaase, Wabiri and Achiase. It is worth noting that, as an important paramountcy of the Ashanti Kingdom, the people of the Municipality observe “*Adaes*” of the Akan traditional calendar such as “*Akawasidae*”, “*Awukudae*” and “*Fofie*”.

Some communities based on certain beliefs observe certain days of the week as *taboo*. During such days, the inhabitants of such communities do not go to farms as such days are believed to be sacred days.

### Implication for development



The implication of this to development is the tendency of such festivities and belief systems to reduce productivity. However, it also serves as resting periods and source of tourism to the local economy.

#### **1.6.11 Marital Status**

Marital statistics show that 41 percent of persons 12 years and older had never been married which is less than the regional figure of 44.2 percent. Also, proportion of the population married constitutes 38.2% in the Municipality. Whiles 8.7 percent are in informal/consensual union, less than three percent (2.2%) are separated, 4.6 percent are divorced and 5.2 percent are widowed. This shows that 58.9% of population are in a union or have been in a union. The implication is that, if the district has a high fertility rate, coupled with the statistics above, there would be population explosion.

### **1.7. SPATIAL ORGANIZATION AND ACCESSIBILITY ANALYSIS**

#### **1.7.1. Introduction**

This chapter highlights the main spatial organization issues in the district. It discusses the location and distribution of services and infrastructure in the Municipality

#### **1.7.2. Functional Hierarchy of the Settlements**

The functional hierarchy of settlements is determined in order to know the sphere of influence of the various settlements. The Functional hierarchy map is obtained from a scalogram that was developed based on the services and functions that a settlement provides. Data collected from the first twenty (20) communities accounted for a total of one hundred and sixty two (162) services. The various settlements in the Municipal were grouped with respect to their centrality score into four (4) ranks.

The major towns in the Municipality are Juaben, Nobewam, Adumasa, Achiase, New Koforidua, Bomfa, Atia and Kubease. These communities located at the fringes of the Municipality are going to facilitate and accommodate migrants from other Districts and Municipalities to settle while the interior towns remain the core farm lands.

***INSERT MAP***

- **Implication for National Development**

The Southern part of the Municipality will be densely populated as compared to the Upper areas. This would be as a result of movement of individuals from the Upper areas to the Lower areas due to the increase in commercial activities along the Kumasi-Accra Highway which encompasses Kubease and navigate through towns such as New Koforidua, Duampompo, Nobewam and ends at the boundary with Asante Akim Central Municipality (Konongo). Also, at the upper areas of the Municipality, there would be movement of people to Juaben, Odo efe, and Ofoase from Ejisu, Nkrumakrom and Dumakwai. This will be because, the people would want to access higher order services in developed settlements like Juaben.

### **1.7.3. Settlement Functionality index (Scalogram) Analysis**

A scalogram is more of a primary graphic or non-statistical device that arranges functions or the availability of services and settlement by functions on a matrix. Scalogram is an imperative tool that displays the results of a survey, designed to determine whether the items form a scale for measuring a particular factor and allows planners to investigate and establish basis for interventions. It also helps to provide what a community needs based on their population. The scalogram was developed based on the facilities and services offered by each settlement. Centrality indices were calculated for each of the settlements and ranked into various categories to obtain five order ranks. The various facilities that are present in the various settlements within Juaben Municipality are shown in the table 1.9 below.

**MEDIUM TERM DEVELOPMENT PLAN 2018-2021 (JUABEN MUNICIPAL ASSEMBLY) DRAFT**

NO.	COMMUNITIES	POPULATION (2018)	HOSPITAL	HEALTH CENTER	CLINIC	CHPS	TBA	STAND PIPE	BOREHOLE	HD WELL	POLICE STATION	KG	PRIM.	J.H.S	SHS / TECH	TERTIARY	BANKING	AGRIC EXTENSION	ELECTRICITY	SEPTIC	PUBLIC TOILET	MARKET	TOTAL NO. OF	TOTAL CENTRALITY Score		
			5	4	3	2	1	3	2	1	3	1	2	3	4	5	1	1	1	2	1	1				
1	Juaben	10630	√					√	√	√	√	√	√	√	√		√	√	√	√	√	√	15	951	1ST	
2	Bomfa	2587		√	√			√	√	√		√	√	√	√			√	√	√	√	√	14	591		
3	Adumasa	3920		√				√	√	√		√	√	√			√	√	√	√	√	√	13	491		
4	Attia	2369			√		√	√	√	√		√	√	√	√			√	√	√	√		11	274.2		
5	Achiase	3645			√		√	√	√	√		√	√	√	√			√	√				11	272.8		
6	Nkyerepoase	966				√	√	√		√	√	√	√	√					√				9	205	2ND	
7	New Koforidua	2988				√	√	√	√	√		√	√	√					√		√	√	11	194.2		
8	Ofoase	818					√		√		√		√	√				√	√			√	8	154.9		
9	Nobewam	4610			√			√				√	√	√				√	√		√		8	146		
10	Odo Yefe	720					√		√	√	√	√	√	√					√				8	138.4		
11	Buamadumasa	1647			√				√	√		√	√	√				√	√		√		9	137.7	3RD	
12	Kubease	2104						√			√	√	√	√					√				6	132.4		
13	Esaase	1468				√	√			√		√	√	√				√	√		√		8	129		
14	Pemenase	1716			√							√	√	√				√	√				6	100.2		
15	Dumakwae	1605				√						√	√	√					√				5	89.1		
16	New Yaw Nkrumah	635							√	√		√	√	√					√				6	64.1		
17	Apemso	872								√			√	√					√				4	41.1		
18	Duampompo	1358									√	√	√	√					√				4	39.1		
19	Afraku	165							√			√							√				3	28	4TH	
20	kotei	255							√										√				2	21.7		
<b>NO. OF SETTLEMENTS</b>			1	2	6	4	7	9	12	12	5	16	18	18	4	0	2	9	20	3	8	5				
<b>CENTRALITY INDEX</b>			100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100			
<b>WEIGHTED CENTRALITY SCORE</b>			500	200	50	50	14.3	33.3	16.7	8.3	60	6.3	11.1	16.7	100	0	50	11.1	5	100	12.5	20				

Table 1.10 Scalogram for First Twenty Towns in Juaben Municipal

Source: Planning and Statistics Unit, JMA July, 2018.

#### **1.7.4. Urban Growth and Primacy Situation**

Along with the increasing population of the Municipality has come the increasing concentration of the population in urban settlements. Spatial development planning can fail if rapid urban growth, suburbanization, decentralization, improvement in technology are not sufficiently taken into account. The creation of new districts has created one (1) urban town in the Municipality. The settlements that are rapidly developing into peri-urban areas include Juaben, Bomfa, Adumasa, Atia, Achiasse, New Koforidua, Nobewam, Kubease and Pemenase. Urbanization within the Municipality is along the stretch from Kumasi to Accra. The rapid urbanization of Kumasi is having a spiral effect on the above adjoining towns. Kumasi's population is expected to double in years to come, therefore settlements within Juaben Municipal and neighboring districts will expand.

#### **1.7.5. Classification of Roads**

Transportation has direct impact on the socio-economic development of people. The main modes of transport in the municipality are by road and on foot. Road networks play an important role in facilitating the transportation of agricultural produce and people to and from in the Municipality. Roads play a key role in access to services and facilities.

The Municipality is characterized by the section of Kumasi-Accra road which extends from Kubease, through towns such as New Koforidua, Duampompo, Nobewam and terminates at the boundary with Asante Akim (Konongo) along which development is fast growing. The other major road within the Municipality is the one that extends from Ejisu connecting communities such as New Bomfa, Yaw Nkrumah and Juaben to Effiduase. The rest of the roads are mainly feeder roads linking farming communities such as Odo Efe, Attia, Essaase, Nkyerepoaso to some of the major towns including Juaben and Boankra of the Ejisu Municipality. It is expected that, by the end of the plan period (2018-2021), the roads from Juaben through Atia to Nobewam and Boankra would be upgraded to a second class road.

Table 1.11 Modes of Road Classification in the District

Road Type	Length (Km)	Good		Fair		Poor	
		Km	%	Km	%	Km	%
Bitumen Roads	32.28	29.58	24.66	2.00	1.67	0.70	2.37
Graveled Roads	10.12	3.80	3.17	6.02	5.02	0.30	5.02
Earth Roads	75.48	-	-	21.38	17.82	54.10	17.82
<b>TOTAL</b>	<b>117.88 KM</b>	<b>33.38</b>	<b>27.83%</b>	<b>29.4</b>	<b>24.51%</b>	<b>55.10</b>	<b>25.21%</b>

Source: Feeder Roads, 2018

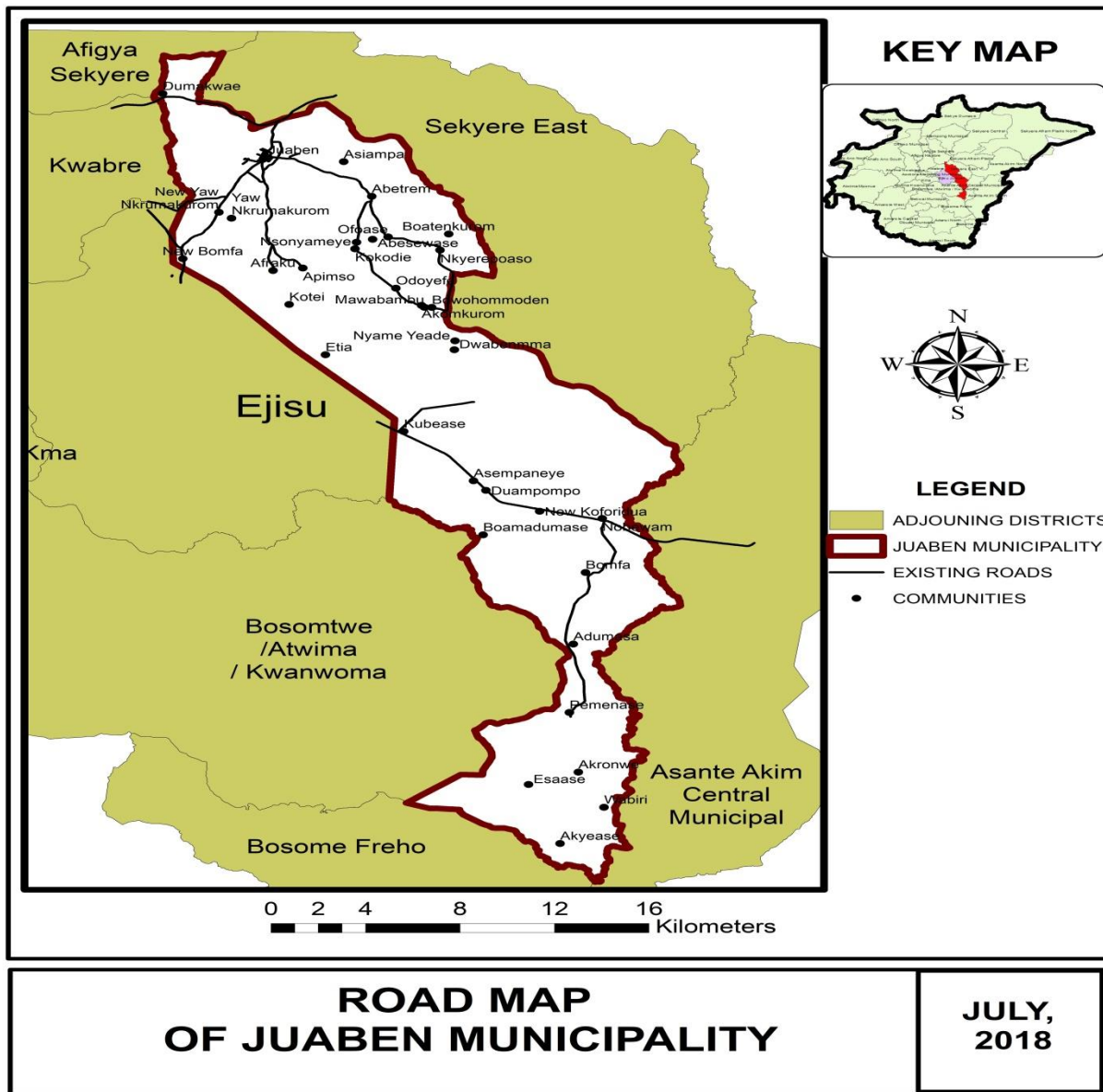


Figure 1.5: Road Map of Juaben Municipality

Source: JMA, Planning Unit, August 2018.

### **1.7.6 Accessibility Analysis**

- ***Surface Accessibility to Secondary Education***

Educational facilities in the Municipality are easily accessible during the dry and rainy seasons to the school children within the Municipality. However, about a quarter of the schools in rural areas are not accessible during the rainy season. The Municipality has only two (2) Senior High Schools one of which is public (Juaben Senior High in Juaben) and the other a private institution. There are no higher educational institutions in the Municipality. Over 65% of the Students attending the two facilities are located within the urban and peri-urban areas leaving those in the rural areas with low or least accessibility.

In spite of the presence of these educational facilities in the Municipality, the standard of education is not encouraging due to some level of deprivation in terms of accessibility. The acceptable minimum travel time to access secondary education is 50 minutes either by road or foot. These public and private educational institutions provide human resources development opportunities for the youth in the Municipality

#### **Implication for Development.**

The implementation of free- education by the government is expected to increase enrollment levels automatically which means the two Senior High Schools will not be adequate to contain the surge. This means that students may have to travel far to access secondary education and interventions in that regard will be appropriate.

#### ***INSERT MAP***

- ***Surface Accessibility to Health***

There are two (2) hospitals, two (2) health centers, three (3) clinics and 3 CHPS compounds including private, NGO's (Christian Health Association of Ghana (CHAG)) and public facilities in the Municipality. The main hospital in Juaben serves as referral point for healthcare delivery of which these facilities cannot render services to patients. The mode of transportation to these health facilities is by road or foot.

Fortunately, the Juaben hospital is located along the trunk road from Ejisu-to Effiduase. The road is in fairly good condition with visible pot holes. Transportation becomes a problem to referred indigenes during the rainy season where most roads are flooded, making access to healthcare services difficult. The minimum travel time to access the Municipal hospital is approximately 40 minutes either by road or foot.

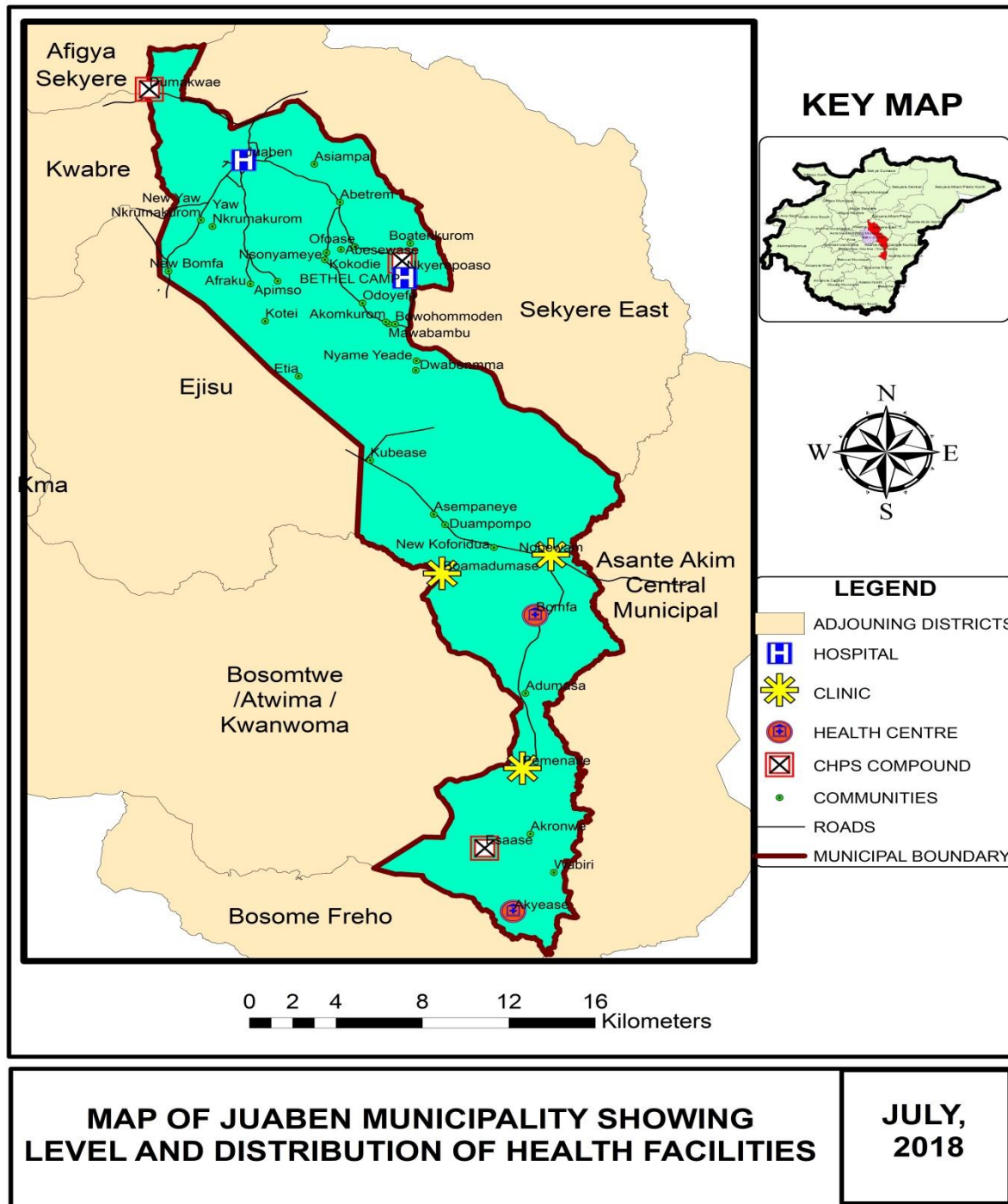


Figure 1.6: Map Showing Level of Distribution of Health Facilities

Source: JMA, Planning Unit, August 2018.



- **Access to Weekly Markets**

There are two (2) major markets in the Municipality namely Juaben and Boamadumasi. The Juaben market day falls on Tuesdays and Boamadumasi on Thursday. Though the road network from other communities to the Juaben market is fairly good, there are visible potholes on the roads linking Akyawkrom, Asotwe and New Bomfa to New Yaw Nkrumah and the Juaben Township. Also, the road connecting Boamadumasi to Duampompo (Accra-Kumasi) is bad and extremely difficult to use during the rainy season. This leads to increased fares by drivers who ply the roads on especially market days. Farmers are able to transport farm produce to the market centers and not sell at farm gate prices. This tends to increase foodstuff prices and income the of the farmers. Accessibility to weekly markets in the Municipality is not much of a problem since one has to travel for a minimum of 25 minutes to be in the high access zone to enjoy a market facility.

## 1.8 LOCAL ECONOMY

### 1.8.1. Structure of the Local Economy in the Municipality

The local economy of the Juaben Municipality can be evaluated under four broad categories namely Agriculture, Industry, Trading and Services. In spite of the seemingly peri-urban state of the Municipality, agriculture remains the dominant sector. Approximately 47% households out of the total households are into agriculture in the Municipality.

- **Agriculture**

Agriculture is beneficial to human life. It is the source of the food we eat. Without agriculture human life cannot be sustained. The main types of agricultural activities in the Municipality are crop farming and livestock rearing. Production levels are estimated to increase by the end of the plan period.

Table 1.12 Households by Agricultural Activities and Locality in the Municipality

	<b>Total</b>		<b>Urban</b>		<b>Rural</b>	
	Number	Percent	Number	Percent	Number	Percent
<b>Total Households</b>	33,078	100.0	9,662	100.0	23,416	100.0

Households engages in Agriculture	15,549	47.0	2,312	23.9	13,237	56.5
Crop Farming	15,047	96.8	2,177	94.2	12,870	97.2
Tree Planting	62	0.4	5	0.2	57	0.4
Livestock Rearing	3,034	19.5	305	13.2	2,729	20.6
Fish Farming	17	0.1	4	0.2	13	0.1

Source: Adopted from 2010 Housing and Population Census

- **Crop farming**

From Table 1.11 above, it is seen that most of the inhabitants involved in agriculture in the Municipality are engaged in crop farming (96%), with about 20% engaging in livestock rearing, fish farming and tree planting. Most of these crops are cultivated on small-scale basis. Only few individuals are engaged in medium to large-scale farming. Some farmers however appear to be taking advantage of the huge potential market in Ejisu and the Kumasi Metropolis to cultivate food (maize, plantain, rice, cocoyam,) tree crops and vegetables like pepper, tomatoes; garden eggs, cabbage, carrots cucumber, green pepper and okra on a relatively large scale. The average farm size is as low as 1.9 acres per farmer as against the national average of 5 acres. There is a large oil palm plantation in Juaben which feeds the Oil mills situated at Juaben. Only a small portion of agricultural produce such as cassava and maize are processed into gari and corn dough respectively.

Table 1.13 Production Estimates of Major Food Crops

<b>CROPS</b>	<b>Number of Farmers</b>	<b>Average Farm Size Per Holder (Ha)</b>	<b>Total Land Cultivated (Ha)</b>	<b>Average Yield ( Tons)</b>
Maize	25,125	0.23	6,789.2	4.1
Cassava	28,457	0.21	7,137.0	22.3
Cocoyam	15,591	0.13	1,234.2	3.2
Plantain	15,941	0.20	2,008.2	8.3
Rice	1,245	0.51	1,800.0	3.5

Source: Municipal Directorate of MoFA, 2016

- **Live Stock and Poultry Farming**

Livestock rearing is the second most important agricultural activity in the Municipality. Over 100,000 livestock were reared which comprises 15,200 sheep, 12,370 goats and 3,746 pigs in that order. In the poultry category, there were 105,075 chicken, 404 guinea fowls, 901 ducks and 277 doves. The other livestock (non-traditional livestock) such as grass-cutters and rabbits were 197 and 440 respectively. The data reveals that, poultry records the highest among all livestock in the Municipality with 2,034 keepers. Fishing is also done, but on a very limited scale. The highest average animal per keeper for fish farming was 691. This is followed by snails keepers (357) and dove (55) as shown in the table 1.13 below;

Table 1.14 Types of animals reared in Juaben

Livestock/Other Animals	Animals		Keepers		Average Animal per Keeper
	Number	Percent	Number	Percentage	
All livestock	149,521	100.0	4,348	100.0	34
Beehives	90	0.1	7	0.2	13
Cattle	1,647	1.1	70	1.6	24
Chicken	105,075	70.3	2,034	46.8	52
Dove	277	0.2	5	0.1	55
Duck	901	0.6	79	1.8	11
Goat	12,370	8.3	1,118	25.7	11
Grass-cutter	197	0.1	20	0.5	10
Guinea fowl	404	0.3	36	0.8	11
Ostrich	156	0.1	6	0.1	26
Pig	3,746	2.5	104	2.4	36
Rabbit	440	0.3	39	0.9	11
Sheep	15,291	10.2	750	17.2	20
Silk worm	158	0.1	17	0.4	9
Snail	1,784	1.2	5	0.1	357
Turkey	1,299	0.9	32	0.7	41
Other	160	0.1	18	0.4	9
Fish farming	5,526	3.7	8	0.2	691

Source: Adopted from 2010 Population and Housing Census

Agriculture, development and the other sectors of the economy are transposed. Meaning they affect each other to bring about development which brings about enhancement in these areas of the Municipal economy. It is likely that, agriculture will be modernized to suit the technological advancement in the world; hence the Municipal can also focus on boosting industry sector with agricultural products to speed up the level of development. Unemployment is expected to reduce further with the assumption that, more jobs will be created to balance the increasing population.

- **Commerce Sector**

The commerce sector includes retailing, paltry trading and wholesaling of both manufactured goods and agricultural produce. This sector makes- up about 7.2% of the total labour force of the Municipality. The types of trading/ commercial activities found in the Municipality include: Foodstuffs, provisions, spare parts, Alcoholic and soft drinks, building materials, cooked food, wood and wood products, plastic products, chemicals/drugs, fuel and etc. Most retailers obtain their start-up capital from their personal savings. Their operations are small with small turnovers and profits. The most important thing is that, they depend on this for survival. These growing activities affect our environment especially in terms of sanitation. There's also the danger of being knocked down by passing vehicles as traders' trade along these roads. The conditions of the existing markets in the Municipality are in a poor state and inadequate.

- **Service Sector**

The service sector is mainly made up of civil and public servants as well as banking and financial services representing about 40 percent of the total labor force in the Municipality. Other notable players are jobs such as housekeeping, driving, nursing and teaching. Important services available in the district include: hairdressing /barbering, traditional catering (chop bar), automobile repairs, radio / TV repairs, fridge / air-condition repairs and mobile phone repairs. Only about 35 percent of employees in this sector have access to credit. The Municipal has no properly demarcated site where the informal sector activities can be carried out successfully. This has compelled most of the businesses to be located on road shoulders, on water ways and in residential areas, where they create and face a lot of inconveniences. Most businesses in the sector regularly discharge their tax obligations to the Municipal Assembly, which is good for the development of the Municipality.

Tourism in the service sector is a source of income to the inhabitants and revenue to the Municipal Assembly to fund developmental projects within the Municipality. Tourist sites like Esaase waterfall which is underdeveloped, Bobiri Butterfly sanctuary at Kubease, factories and more sites if well-advertised, well-developed and managed would attract tourists to the Municipality. Through the provision of tourism services, jobs could be created for the youth.

There are about six (6) financial institutions in the Municipality which provide the people in the commercial and agriculture sector credit to fund their businesses which in turn increases the income levels of the people and reduces the level of deprivation.

- **Industrial Sector**

Juaben Municipality is into primary and secondary types of industry. The main types of industries found in the Juaben are small and medium scale manufacturing enterprises. The industrial sector employs about 5.8 percent of the labor force within the Municipality. Most industrial owners operate on a small scale, employing less than 20 workers. The main industrial concentrations are; oil palm factory in Juaben which employs about 23 percent of the labor force engaged by industry, wood processing which also takes up about 29 percent and kente-weaving accounting for 36 percent. Metal-based manufacturing constitutes 5 percent and other manufacturing activities take up the remaining 7 percent.

Most industrialists (85%) are self-employed. There are three markets in the Municipality, therefore they have ready markets especially on market days. The level of productivity in industry depends on the level of technology, innovation and capital. The main problems confronting industry is lack of capital and new advanced technology to improve the methods of production to yield productivity.

### **1.8.2 Development problems affecting local economy of Juaben Municipal**

1. Lack of basic machinery to enhance productivity
2. Poor management systems and infrastructure in the areas of marketing products
3. Lack of technical and management systems
4. Lack of research and innovative ideas to enhance productivity
5. Most areas in the Municipality are still not adequately covered by the extension services
6. Uncertainties and inconsistencies with these methods of acquiring large lands for large-scale agricultural production
7. Huge sums of money required to lease lands which farmers are not able to acquire large lands for large-scale farms
8. Lack of capital and inadequate incentives to support the local economy.

### 1.8.3. Capital and Access to Credit

Industrialists obtain their start-up capital from their personal savings and 25 percent from remittances from other wealthier relatives. Loans from financial institutions and others account only 8 percent. About 57 percent of industrialists in the Municipal area have never obtained any credit for their operations (Socio-economic Data, 2013). Juaben Rural Bank-member of the prestigious “club 100” has seven branches in addition to its Head Office at Juaben. These branches are situated in Ejisu, Kwaso, Bonwire, Aboaso, Sepe, Roman hill and Suame magazine. It can be observed that, all seven branches are situated outside the Municipality. The Assembly intends to engage the Board of Directors and management to consider directing any future expansion to communities within the Municipality as a means of improving upon the future of the community.

### 1.8.4. Household Revenue and Expenditure Status

The amount of money spent on food and utilities increased from 27.4% to 29.2% which signifies an 83.2% increase over what was recorded in 2010. On the other hand, about one-tenth (9.5%) of households in the Municipality spent on clothing which is more than hundred percent higher than what was recorded in 2013.

The 72.2% increase in expenditure alone implies that people tend to spend more than they earn. This may be due to high household sizes and high fertility rate whereby population keeps increasing thereby increasing household demand for basic amenities. This is shown in the table 1.9 below;

Table 1.15 Expenditure Pattern of Households

Item	2010 Amount (C)	Percent (%)	2013-2017	Percent	Percentage Increase
Food	5,961.14	27.4	10,922.28	29.20	83.2% increase
Health	3,089.35	14.2	5,178.70	13.80	67.6% increase
Utilities	5,134.42	23.6	9,215.45	24.60	79.5% increase
Education	2,675.98	12.3	4,577.96	12.20	71.1% increase
Clothing	1,435.89	6.6	3,564.50	9.50	148.2% increase
Miscellaneous	2,175.60	10.0	3,997.45	10.70	83.7% increase
<b>Total</b>	<b>21,756.00</b>	<b>100</b>	<b>37,456.34</b>	<b>100.00</b>	<b>72.2% increase</b>

Source: MPCU Socio-Economic Survey, 2013

### **1.8.5. Economic Resources of the Municipal**

The Municipality has several local economic-based enterprises for development. The enterprises include Soap production (48), Palm Oil extraction, Cassava processing (41), Bee Keeping and Grass cutter rearing (109), Welding and fabricators (31), Auto mechanics Carpenters (104). The enterprises contribute largely to employment creation and revenue generation. The Municipality can boast of;

1. Good agricultural land for large scale rice, vegetables,
2. High production of crops, cassava, oil palm, maize, animals husbandry etc provide Palm Oil extraction, Cassava processing, Bee Keeping and Grass cutter rearing potentials for agro processing.
3. Availability of stones for the building and road construction industry.

### **1.8.6. Employment status**

According to the 2010 housing and population census report, 64.3 percent of the workforce is self-employed without employees. Employees form 17.4 percent. Self-employees with employees constitute 5.9 percent while contributing family workers make up 5.8 percent of the workforce in the Municipality. The population of 15 years and above stood at 19,549 representing 60.2 percent of the total population of the Municipality. It consists of 39,586 (45.8%) males and 46,935 females (54.2%). The economically active population within the Municipality is 70.3 percent and the economically not active population is 29.7 percent. Out of this, 93.4 percent are employed and 6.6 percent are unemployed. It is observed that nearly two thirds (66.0%) of the unemployed population were first time job-seekers. Again, more than half (52.8%) of the economically not active population were in full time education while one-fifth (20.0%) did home duties.

### **1.8.7 Food Security**

The Municipality has four (2) areas of special interest for agricultural development. The areas are:

1. Bomfa-Achiase zone (Nobewam, New Koforidua, Duampompo, Boamadumase, Bomfa, Adumasa, Akronwe, Wabiri, Peminase etc). These areas are outstanding for food crops,

vegetables and cocoa production. However, Nobewam and areas along river Bankoro in Bomfa and Boamadumase are for rice production centres.

2. Juaben zone (Juaben, Ofoase, Abetenim, Nkyiripoaso, Boatengkrom, Odoyefe, Krofofrom, Atia, Kotei etc). These areas noticeable for food crops, oil palm, citrus and cocoa production. The production and processing of oil also takes place in Juaben

## **1.9 SOCIAL SERVICES**

### **1.9.1 Education**

Education is a continuous process that is concerned with the development of all faculties of the child such that one acquires knowledge, experience, skill and sound attitude (Parankimalil, 2012). Education has become a steering wheel of globalization subconsciously in the face of the growing technological world. Over the years, governments have made various efforts with the view of ensuring services meet the expectations of the people within the Municipality as well as making available, the requisite human resource capital for both local and national development. Over 50% of the Development Budget of the then Assembly (Ejisu-Juaben) was allocated to this sector.

Apparently, there are one hundred and fifty eight (158) schools in the newly created Municipality. The one hundred and fifty eight (158) schools include sixty three (**63**), fifty four (**54**), thirty six (**36**) and five (**2**) KG, Primary, J.H.S and S.H.S respectively. Forty three (43) out of the sixty three (63) KG are public schools and 20 private schools as of 2018. Also (34) out of the (54) basic schools in the Municipality representing 62.9% are public schools with the remaining (20) representing 37% being private schools. Again there are twenty-nine (29) public J.H.S representing 80.5% and seven (7) private J.H.S representing 19.4%. Currently, there is only one (1) functioning S.H.S and newly renewed school yet to receive students in the Municipality. There are no higher institutions in the Municipality.

The following tables and charts summarize the trend in the number of educational institutions, school enrolment and teacher population in the Juaben Municipality.



Table 1.16 Number of educational institutions.

SCHOOL LEVEL	EJISU – JUABEN MUNICIPALITY								JUABEN MUNICIPALITY ONLY	
	2014		2015		2016		2017		2018	
	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private
KG	93	71	94	71	92	86	93	73	43	20
Primary	94	71	95	71	95	85	96	73	34	20
JHS	75	35	78	38	80	47	81	43	29	7
SHS	5	1	5	1	5	1	5	3	1	1
TVET	2	1	2	-	2	-	2	-	-	-
<b>Tertiary</b>	-	<b>1</b>	-	<b>1</b>	-	<b>1</b>	-	<b>1</b>	-	-

Source: Planning and Statistics Department, GES, Juaben Municipality, 2018.

Table 1.17 Enrollment of pupils by Circuit

NO	CIRCUIT	ENROLLMENT		Total
		BOYS	GIRLS	
1	JUABEN	1909	1893	3802
2	BOMFA	1339	1113	2452
3	NEW KOFORIDUA	1812	1717	3529
4	OFOASE	805	703	1508
5	KUBEASE	1697	1566	3263
6	ACHIASE	1055	964	2019
<b>TOTAL</b>		<b>8,617</b>	<b>7,956</b>	<b>16,573</b>

Source: Planning and Statistics Department, GES 2018.

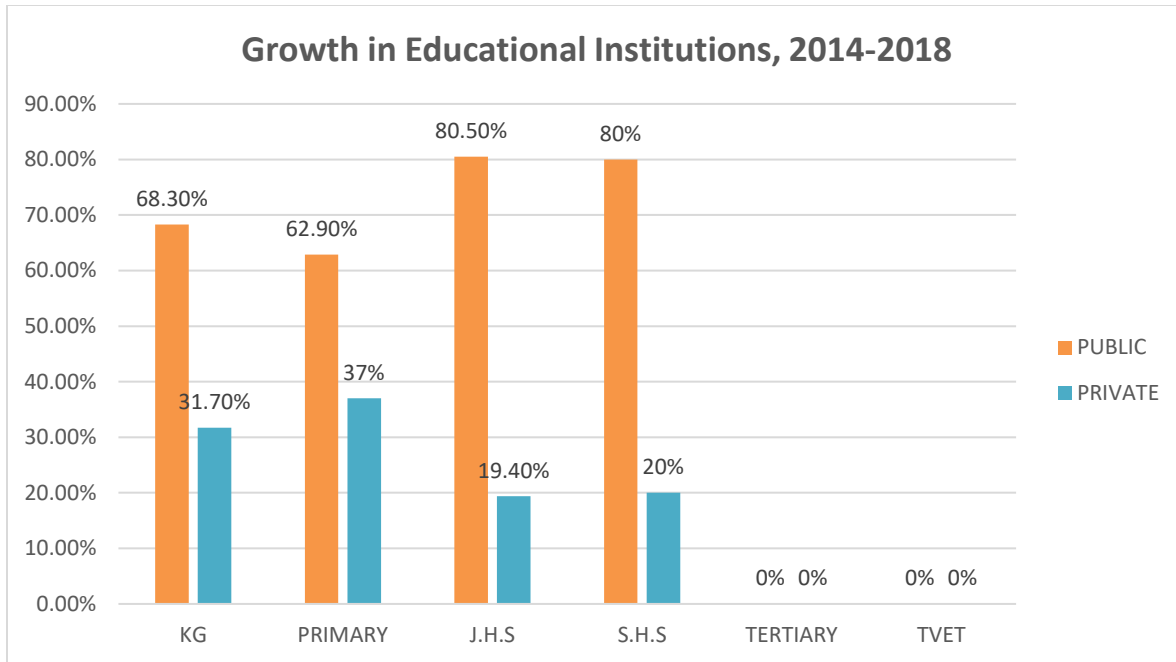


Figure 1.7: Growths in Educational Institutions, 2014-2018

Source: Planning and Statistics Department, GES, 2018.

From the chart above, Public Junior High Schools and Senior High schools had the highest enrollment at the end of the 2<sup>nd</sup> quarter of 2018. However, there was a slight decrease in percentage from public KG to public Primary. . It can be deduced that basic education is not highly accessible as compared to the pre-school and higher levels of education. This implies that pupils after graduating from the KG level of education get enrolled in Primary schools outside the Municipality. This can be attributed to the presence of good schools with adequate facilities in the neighboring Municipality – Ejisu, and the lack of facilities such as classrooms and good teaching and learning materials in the public basic schools within the Juaben Municipality.

Also, the presence of effective educational programs and interventions outside the Municipality such as FCUBE makes the cost of education outside the Municipal less expensive and attractive regardless of the presence of same benefits in the Municipal such as the school Feeding Program, Capitation/ Base Grant, Supply of School Uniforms, USAID Partnership for Education- Learning etc.

- **Implication to Development**

AS more children in the Municipality enroll in primary and senior high school, gender gaps shrink. Government policies have shifted attention to primary and secondary education to be able achieve the UN's Sustainable development goal which ensures free, equitable and quality primary and secondary education for all girls and boys. Therefore high levels of enrollment at Junior high school and S.H.S implies relevant and effective learning outcomes for transformational impact on the social structure, particularly for girls.

### 1.9.2 Pupil-Teacher Ratio

The pupil-teacher ratio measures the level of human resource input in terms of the average number of teachers in correspondence to the size of pupil population.

Table 1.18 Pupil teacher- ratio, 2013-2018.

School level	EJISU-JUABEN MUNICIPAL					JUABEN MUNICIPAL ONLY	Target
	2013	2014	2015	2016	2017	2018	
<b>KG</b>	<b>38</b>	<b>36</b>	<b>33</b>	<b>29</b>	<b>29.5</b>	<b>36.5</b>	<b>25</b>
<b>Prim</b>	<b>32</b>	<b>31.8</b>	<b>32</b>	<b>31</b>	<b>32</b>	<b>33</b>	<b>29</b>
<b>JHS</b>	<b>15</b>	<b>16</b>	<b>16</b>	<b>17</b>	<b>17.2</b>	<b>8.9</b>	<b>16</b>
<b>SHS</b>	<b>28</b>	<b>25</b>	<b>24</b>	<b>24</b>	<b>25</b>	<b>27.1</b>	<b>23</b>

Source: Planning and Statistics Department, GES 2018.

Table 1.19 Pupil teacher- ratio, 2013-2018.

LEVEL	PUPILS ENROLMENT	NUMBER OF TEACHERS	P T R	NATIONAL AVERAGE
K.G	2991	84	37:1	30:1
PRIMARY	6442	208	33:1	35:1
J.H.S.	2426	297	8:1	30:1
SHS	10187	438	27:1	25:1

Source: Planning and Statistics Department, GES, 2018.

From tables 1.17a and 1.17b above, the Pupil- teacher ratio in 2018 stands at 36.5 for the KG level which is higher than the set target of 25 to 1 teacher on the average. This implies that, an

average of 36.5 pupils at the KG level depend on one teacher for teaching and learning. At the Primary level of education, there is an average of 1:33 pupil-teacher ratio in the Municipality again higher than the set target.

This situation is no different at the senior high school level as the average is 1: 27.1. However, the Junior high school level recorded the lowest which is below the set target. It can be deduced that the teacher-pupil ratio in the Municipality does not accord to the national average of 30:1 for KG, 35:1 for Primary etc. This may affect the academic performance of students as in situations where the ratio is above standards the teacher may be over used and would not give out the best performance.

### **1.9.3. Enrollment Rate**

There are 11,859 pupils enrolled in KG, Primary, JHS and TVET. This constitutes 6,137 males representing 51.7% and 5,722 females representing 48.2%. Enrolment at the preschool has dropped from 8,451 in 2015 to 7,881 in 2017. Meanwhile in 2018, enrolment at KG dwindled from 7,881 to 2,991 with a difference of 4,890. Total enrolment for females in pre-school in 2018 is 1,427 representing 48% and enrolment for boys is 1,564 representing 52%. The results indicate higher enrolment for girls than boys at the pre-school level. At the basic level, similar situation was recorded as the enrolment for boys and girls dropped substantially from 24,049 in 2015 to 23,031 in 2017 for the Ejisu-Juaben Municipality and further dropped to 6,442 for Juaben alone.

Also, Basic school pupils consist of 3,315 males representing 51.5% and 3,127 females representing 48.5% making a total of 6442. And the JHS comprises 1,258 males and 1,168 females representing 51.8% and 48.1% respectively making 2,426 in all. There are two SHS in Juaben Municipality with only one functioning at the moment. The other school St. Sebastian Catholic SHS in Adumasa which was private is now converted to a public school and yet to receive students. Out of the 3,497 student population in Juaben SHS, 1,795 are boys with female being 1691. Measures are to be put in place to ensure that girls continue their education to higher levels and more children get the same opportunities to be educated in the second cycle institutions.

Table 1.20 The Enrolment level in the Municipality.

YEAR	EJISU-JUABEN MUNICIPAL									JUABEN MUNICIPAL ONLY		
	2015			2016			2017			2018		
LEVEL	M	F	T	M	F	T	M	F	T	M	F	T
KG	4332	4122	<b>8454</b>	4245	3964	<b>8209</b>	4057	3824	<b>7881</b>	1564	1427	<b>2991</b>
Primary	12244	11805	<b>24049</b>	11857	11468	<b>23325</b>	11806	11225	<b>23031</b>	3315	3127	<b>6442</b>
JHS	5635	5391	<b>11026</b>	5887	5474	<b>11361</b>	5896	5567	<b>11463</b>	1258	1168	<b>2426</b>
SHS	5663	3739	<b>9402</b>	4911	4500	<b>9411</b>	5713	5265	<b>10978</b>	1,795	1,691	<b>3,497</b>
TVET	351	116	<b>467</b>	696	214	<b>910</b>	702	217	<b>919</b>	0	0	<b>0</b>

Source: Planning and Statistics Unit, JMA, 2018.

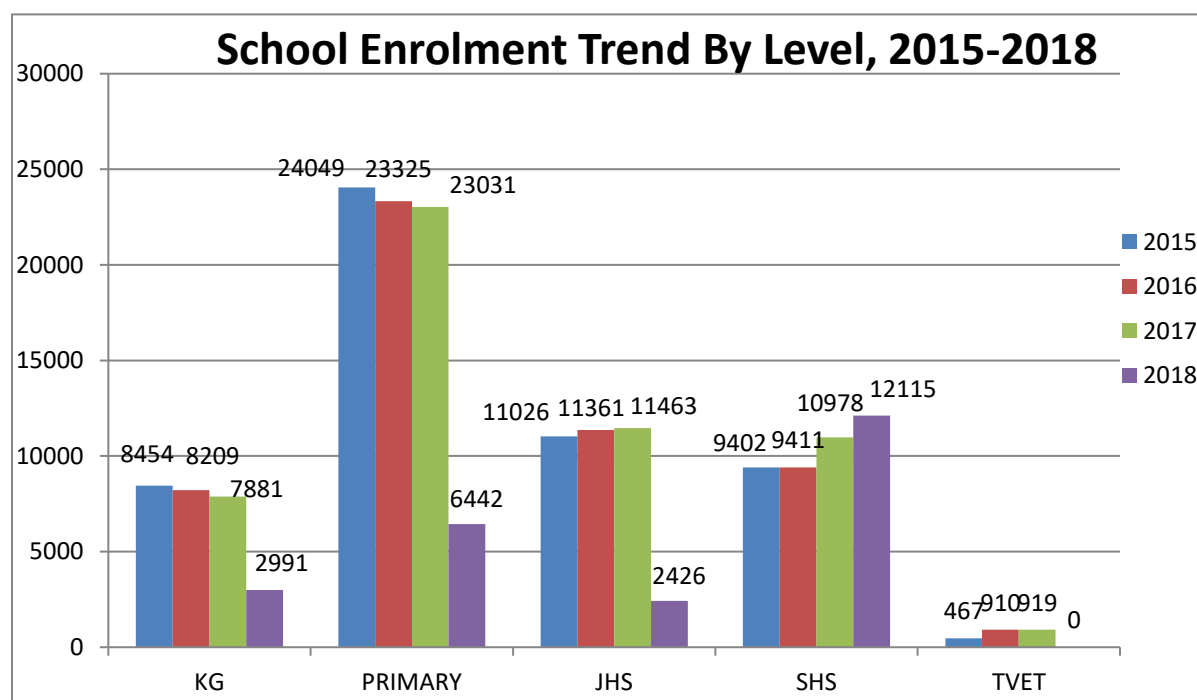


Figure 1.8 Enrolment Trend by Levels

Source: Planning and Statistics Unit, JMA, 2018.

#### 1.9.4. Number of Classrooms in the Municipality

Juaben Municipality has one thousand, three hundred and nineteen (1,319) classrooms in both basic and S.H.S/technical schools. This comprised 1,101 classrooms in basic schools and the remaining 218 classrooms, in the SHS/Vocational schools.

### 1.9.5 Physical Infrastructure

Many schools have poor infrastructure such that only few head teachers have been able to undertake 30% of major repairs in school infrastructure, leading to an improved teaching and learning environment to aid teaching and learning within the Municipality all thanks to the Capitation grant intervention. The number of classrooms in good conditions is expected to increase upon completion of two school projects at New Koforidua Presbyterian Primary and Juaben Islamic School. Currently, at the KG level, there are 210 classrooms out of which 60 require major renovation.

Table 1.21 Number of classrooms in Junior High schools in the Municipality

<b>Indicator</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
No of Permanent Classrooms	0	0	0	0	0
% of Classrooms Needing Major Repair	296	296	336	336	339
No. of New Classrooms Needed	35	32	33	34	30
% with recreational facilities	0	0	0	0	0

Source: Planning and Statistics Department, GES, Ejisu-Juaben Municipality, 2016.

Table 1.22 Physical Infrastructure in public KGs

<b>Indicator</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
No of Permanent Classrooms	222	234	236	212	210
% of Classrooms Needing Major Repair	13.4	11.2	27.9	20	19
No. of New Classrooms Needed	7	7	4	4	6
% with recreational facilities	0	0	0	0	0

Source: Planning and Statistics Department, GES, Ejisu-Juaben Municipality, 2016.

Table 1.23 Physical Infrastructure in public Primary Schools

<b>Indicator/Year</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Target (2017)</b>
Schools under trees	0	0	0	0	0
No of Classrooms	616	530	697	703	709
Pupil Classroom Ratio	38.3	34	35	34	22

% of Class Rooms Needing Major Repair	19%	15.8%	19.7%	21%	10%
No. of New Classrooms Needed	12	24	24	23	12

Source: Planning and Statistics Department, GES, Ejisu-Juaben Municipality, 2016.

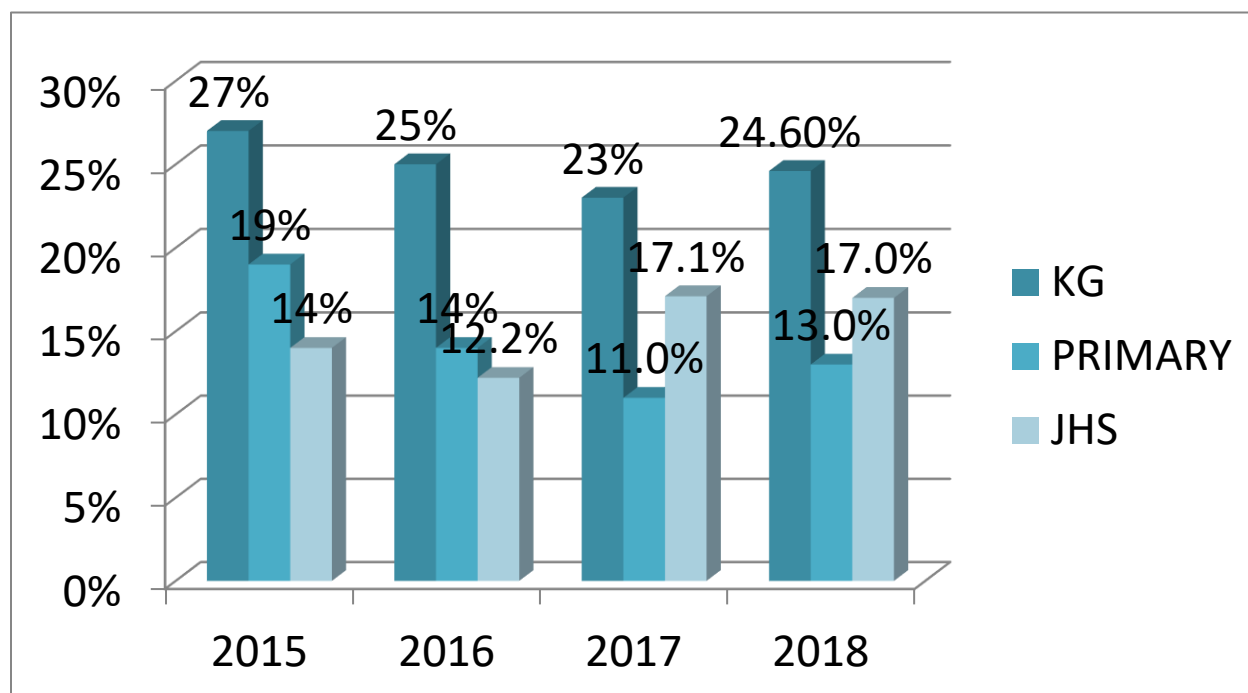


Figure 1.9: Percentage of pupils without furniture

Source: EMIS, Ejisu-Juaben Municipal Education Directorate, 2018.

At the end of the second quarter of 2018, the percentage of pupils without furniture at the KG level of education is 24.60%. Although the figure is higher than the other levels of education, there has been a slight marginal decrease in percentage from 27% to 23% in 2015 and 2017 respectively to 24.60% in 2018. A similar observation was made at the primary level where the percentages decreased from 14% in 2016 to 11% in 2017 and substantially dropped to 13.0%. The JHS recorded 14% in 2015 and dropped to 12.2 % in 2016 although there was a modest increase to 17.1% in 2017 and eventually remained 17.0%. This implies that, a considerable number of pupils in the majority of most of the schools study in poor conditions, making it harder for them to perform well. Challenges of providing adequate furniture can be attributed to

the increase in school enrollment in the Municipality. With this variation, there is still the need to provide more furniture to the various schools in need most especially those in the rural areas.

### **1.9.6 Number of Teachers in the Municipality**

Currently, there are seven hundred and ten (710) teachers in the public schools at KG, Primary and JHS in the various circuits at the Juaben Municipality. There are also 132 trained and 4 untrained teachers in Juaben SHS. There is no Technical or vocational school in the Municipality. Table 1.20 shows the number of teachers in the Municipality.

Table 1.24 Numbers of Teachers in the Municipality

<b>CIRCUIT</b>	<b>Total Enrolment of Teachers</b>		<b>Total No. of Teachers</b>	<b>Percentage</b>
	<b>Trained</b>	<b>Untrained</b>		
JUABEN	157	9	<b>166</b>	23.3%
BOMFA	87	5	<b>92</b>	12.9%
KUBEASE	144	3	<b>147</b>	20.7%
ACHIASE	80	4	<b>84</b>	11.8%
OFOASE	78	9	<b>87</b>	12.2%
NEW KOFORIDUA	129	5	<b>134</b>	18.8%
<b>TOTAL</b>	<b>675</b>	<b>35</b>	<b>710</b>	<b>100</b>

Source: EMIS, Ejisu-Juaben Municipal Education Directorate, 2018.



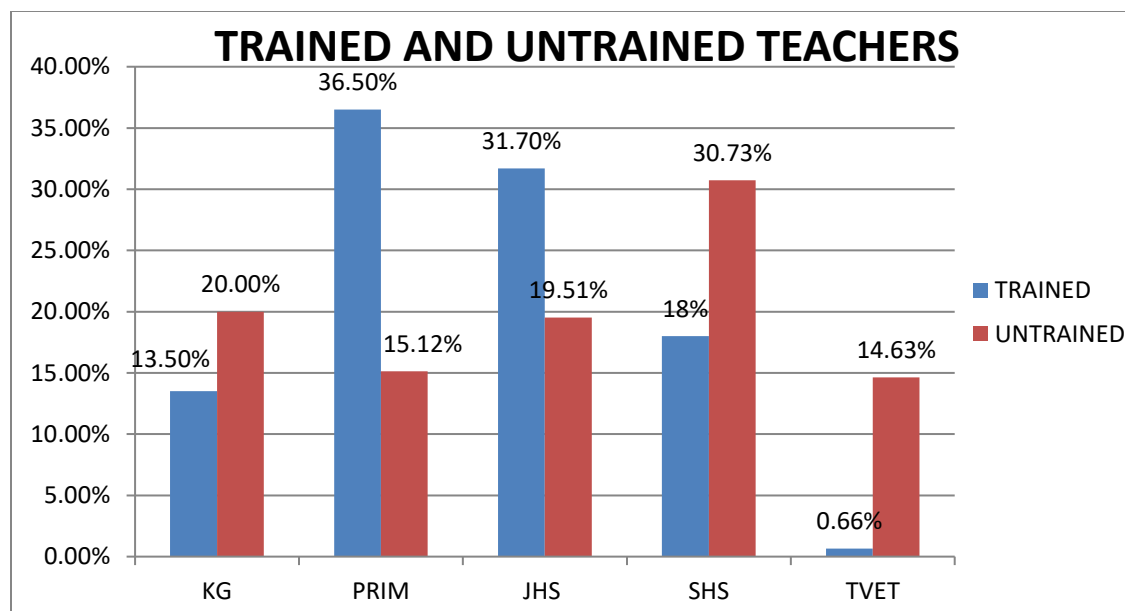


Figure 1.10: Trained and Untrained Teachers

Source: EMIS, Ejisu-Juaben Municipal Education Directorate, 2018.

From the table and figure above, although trained teachers are more than the untrained teachers, student enrollment in the various schools in the circuits keep increasing and if measures are not put in place, pupil teacher ratio will be high such that there would be more burden on the available trained teachers. This implies that, more teachers should be trained to be qualified to teach in the various levels of education within the Municipality.

### 1.9.7 Gross Enrollment Rate

Currently in the Municipality, the Gross Enrolment Rate points out that, enrolment figures for the various school levels exceed the number of pupils/students who are expected to be at those levels. This indicates the extent of over-aged and under-aged enrollment in the various levels of education which can be attributed to the fact that, parents tend to ignore timely enrolment of pupils at required ages for a particular level. Higher GER is more prevalent at schools in rural communities. Other cases, where pupils from other districts attend school in the Municipality also triggers increase in the GER.

Table 1.25 Gross Enrolment Rates in Basic and Senior High Schools in Juaben Municipality

SCHOOL LEVEL	2015	2016	2017	2018	Target
PRIMARY	98.7%	102%	105%	<b>105%</b>	102%
JHS	114.7%	101%	104%	<b>107%</b>	101%
SHS	79%	101.1%	101.2%	<b>102.2%</b>	101%

Source: EMIS, Ejisu-Juaben Municipal Education Directorate, 2018.

From table 1.21 above, GER was below 100% in 2015 at the primary and SHS level thus 98.7% and 79% respectively but was higher at the (114.7%) JHS level in the said year because there was over-aged and under-aged enrollment into the various schools. The figure increased by 3% from 2016 to 2017 and 2018 at the Primary level. This was no different at the JHS level as the percentages increased from 101% in 2016 to 104% by a difference of 3% in 2017 and 2018. Even though there was a decrease in 2016, GER continues to be higher than NER. Participation rate in junior high schools continue to be higher than senior high school in the Juaben Municipality.

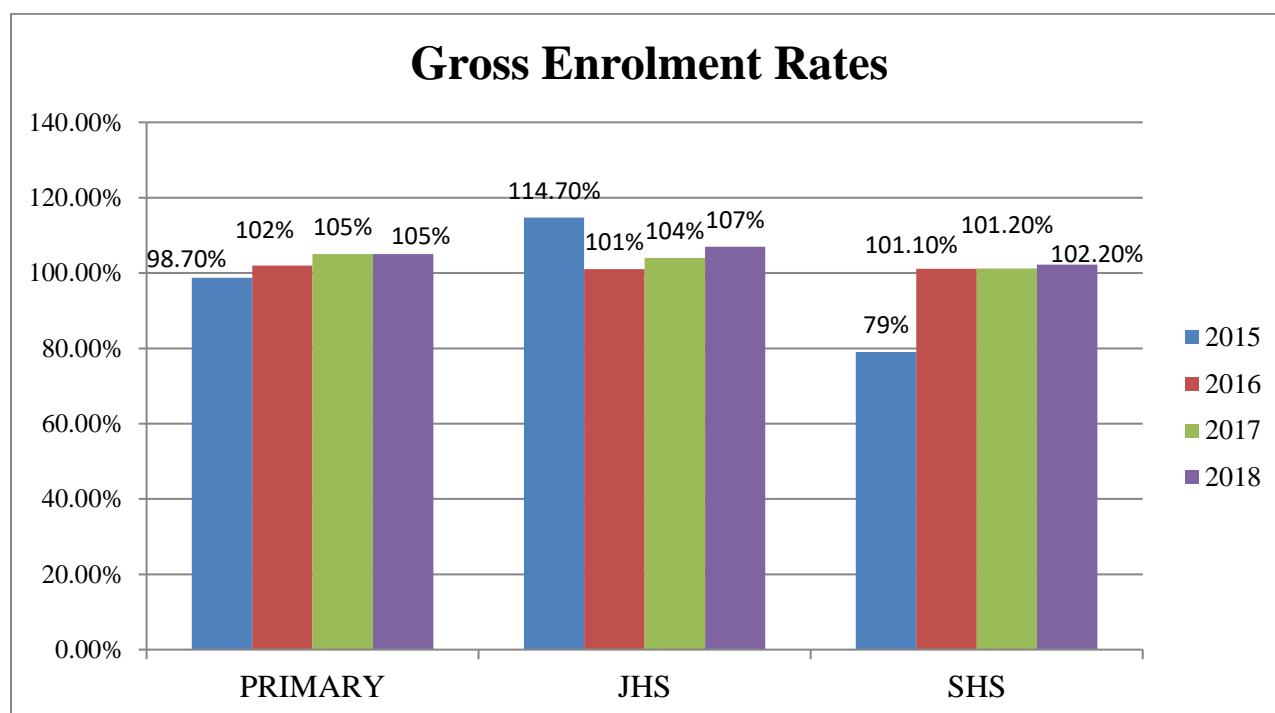


Figure 1.11: Gross Enrolment Rates

Source: EMIS, Ejisu-Juaben Municipal Education Directorate, 2018.

### 1.9.8 Net Enrollment Rate

The net enrolment rate is defined by the United Nations Educational, Scientific and Cultural Organization Institute for Statistics as enrolment of the official age-group for a given level of education expressed as a percentage of the corresponding population. The net enrolment rate for Pre-School; Net Admission Rate in Primary Schools (Indicates Primary One enrolment of pupils aged 6 years). Table 1.22 is a summary of the NER status at the Primary and Junior High School levels.

Table 1.26 Net enrollment

Educational Sector Indicators							
S/N	Indicator	Level	Period				
			2013/14	2014/15	2015/16	2016/17	2018 targets
1	Net Enrolment Rate (NER)	KG	72.60%	92.30%	97.9%	98.50%	100%
		Primary	98.20%	98.50%	98.6%	86.50%	100%
		JHS	63.50%	90.50%	80.2%	80.3%	100%
2	Net Admission Rate (NAR)	PRIM	71.10%	93.30%	95%	96.20%	100%
		JHS	45%	75%	68.90%	72%	90%

Source: EMIS, Ejisu-Juaben Municipal Education Directorate, 2018.

- **Kindergarten (K.G)**

Educational programmes such as the School Feeding Programme and the Capitation Grant, contributed to the fact that Net enrollment at the KG level NER increased from 72.60% in 2013/14 to 98.5% in 2016/17 which is very close to the 100% target set 2018. This implies that more parents now enroll their wards into KG at the right age because of certain benefits they enjoy. Therefore, more education policies and educational facilities (infrastructure/ logistics) that

will attract more people to school at their right ages should be implemented particularly to boost educational interest in the Municipality 98.20%

- **Primary**

At the primary school level, NER increased from 98.20% in 2013/14 to 98.60% in 2015/16 but dropped to 86.50% in 2016/17. While there was a decrease in NER for both Boys and Girls at the primary level in 2017, NER for girls met the Municipal target of 100% and the national target of 90%, increasing from 72.4% to 98.5%. Factors such as the School Feeding Programme and the capitation grant are a pull factor for this increase in the NER. Girl Child education in the Municipal has been improving over the years due to the sudden interest on the side of parents

- **Junior High School**

The NER for the JHS level increased from 63.50 percent in 2013/14 to 90.50 percent in 2014/15 but decreased to 80.2% in 2015/16 and 80.3% in 2016/17 falling short of the 2018 national target of 100 percent. This fall by 10% suggests that about 10% of students who should be in JHS1 are either not enrolled in school or retarded. This could be partly due to a high drop-out rate at the JHS level and a low transition rate from primary to JHS. The need to launch pupil retention initiatives and improve upon the transition of pupils to the JHS level is therefore paramount.

- **Senior High School Enrolment**

Currently, there are 2 public senior high schools in the Municipality. Enrolments in public Senior High schools are encouraging, since the new public SHS is yet to receive first year students. There are 3,497 students at Juaben SHS out of which 1795 are males and 1687 being females.

- **Net Admission Rate (NAR)**

The NAR at primary 1 (at the age of 6 years) increased from 93 percent in 2015 to 95 and 96.20 percent in 2016 and 2017. There was a slight margin decrease by 0.20% from 2017 to 2018. This is an indication that 96 percent of pupils of primary school going age are admitted at the right age of 6 years. The rest are either retarded or not in public schools. This is more likely and prevalent in rural settings where the enrolment of pupils could be delayed for a year or two on the average. Parents should therefore be encouraged to get their wards enrolled into primary one at the right age of six years.

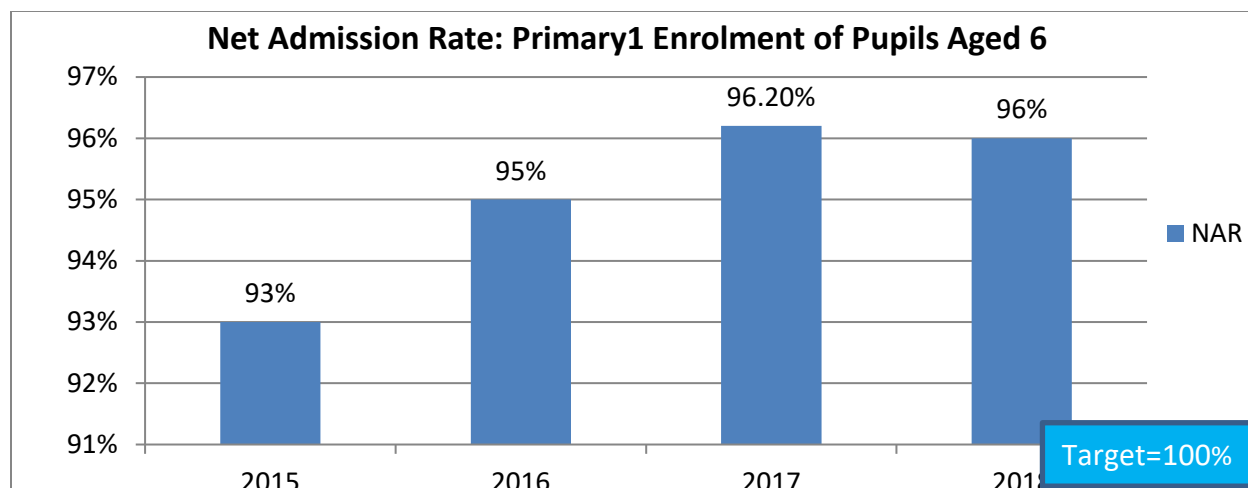


Figure 1.12: Net Admission Rate

Source: EMIS, Ejisu-Juaben Municipal Education Directorate, 2018.

### 1.9.9 Gender Parity Index (GPI) in Basic and Senior High Schools

This is the ratio of female to male values of a given indicator which measures progress towards gender parity in education participation and learning opportunities available for women in relation to those available to men in the Municipality. This gives an idea of women empowerment in the Municipality. This is shown in table 1.23 below.

Table 1.27 Trends in Gender Parity Index (GPI), 2013-2018

<i>School level</i>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2018</b>	<b>Target</b>
<b>KG</b>	1.01	0.92	0.93	0.95	0.91	1
<b>Primary</b>	96	0.98	0.92	0.98	0.94	1
<b>JHS</b>	0.97	0.92	0.95	0.92	0.93	1
<b>SHS</b>	0.91	0.89	0.68	0.69	0.91	1

Source: EMIS, Ejisu-Juaben Municipal Education Directorate, 2018

From the above table, GPI at the KG reduced slightly from 1.01 to 0.92 and increased to 0.93 and 0.95 in 2015 and 2016 respectively. There was a fluctuation in the female-male gender enrolment at the primary and JHS level which was still below the target of 1 for the Municipal. However, the index dropped by a slight margin at the level from 0.95 to 0.92 over the year. The increase in GPI at the SHS level from 0.68 in 2015 to 0.69 in 2016 and 0.91 in 2018 shows the growing interest of the girl child senior high education. There was a marginal decrease in Gender

Parity Index at the Basic and secondary levels due to a slight fall in girl-child enrolment. This is expected to normalize in the second quarter as steps are taken to improve female enrolment.

#### **1.9.10 Social Intervention Programmes under Education**

- **The School Feeding Project**

The Ghana School feeding program (GSFP) is an initiative and retention of the Comprehensive Africa Agricultural Development Program (CAAD) Pillar 3 which envisions enhancing food security and reducing hunger in line with millennium development goals (MDG) on hunger and poverty malnutrition. The initiative is to provide at least one meal a day to pupils in less endowed or disadvantaged schools determined by several factors. The Ejisu-Juaben Municipality started benefiting from the School Feeding Project in 2006 with enrolment coverage of 449 pupils. As at the last Quarter of 2016, a total number of 10,886 pupils from 34 kindergartens and primary schools were beneficiaries of the project. This represents 3.3% increase over the 10,534 beneficiaries recorded during the first quarter. The number of beneficiary schools increased from 31 in 2015 to 34 by the close 2016.

Currently, 57 schools are captured as beneficiaries of the School Feeding Program with a total population of 14,366 pupils. One significant impact of the Ghana School feeding Program on education in the Municipality has been the improvement in school enrolment. Between 2013 and 2016, enrolment in beneficiary schools has increased by 16.9%.

- **Capitation/ Base Grant**

Capitation Grant was introduced in the Ejisu-Juaben Municipality in 2003. This intervention program serves as a lifeline for basic school administration and management. Under the initiative, each basic school pupil currently receives GHc5 through school heads for improving the quality of educational administration, management and academic work. A total amount of GHc164790.55 was received in the first quarter of 2018. The untimely disbursement of funds to the Municipality affects the initiative and impedes the smooth management and planned activities in beneficiary schools.

- **Supply of School Uniforms**

This initiative services as one of the pro-poor policy interventions in the Ghana Education Service. Under the initiative, 2211 school uniforms were received during the First Quarter and

Second Quarter of 2018. The intervention would not only reduce financial burden on parents but also expected to improve the school attendance of beneficiaries and motivate them to learn

- **USAID Partnership for Education- Learning.**

The Learning program started in the Municipality in 2016. The aim is to teach Ghanaian pupils in lower primary to read with comprehension. Over 434 teachers are trained in material implementation and coaching. Teaching aids such as Ghanaian language readers, picture books, alphabet charts and teachers' guides were also supplied to basic schools. Currently, a total of 19,041 pupils in the Municipality are benefiting from a systematic phonics-based approach to reading which is expected to improve pupils' ability to read significantly.

### **1.9.11 Key problems and challenges affecting improved educational Service in the Municipality**

They include the following below:

- Inadequate KG schools in the Municipality.
- High number of dilapidated classroom infrastructure
- Inadequate school furniture
- Inadequate trained teachers especially in the rural areas and the pre-school level
- Ineffective ICT education in the district

### **1.9.12 Health**

The health of individuals is very important for the development of the Nation and so provisions should be made to cater for this aspect of human resource development. This section will therefore concentrate on the health issues in the Municipality, access to health care, staff strength in the health facilities among others.

### **1.9.13 Health Facilities in the Municipality**

There are 10 health facilities in the Juaben health directorate. Out of which 7 are public health facilities. There is one private health facility thus Huttel Clinic which serves Boama Dumasa and the adjoining communities and supports the SDA clinic and Bomfa Health Center in Nobewam and Bomfa respectively. Also, There are two (2) hospitals, two (2) health centres, three (3)

clinics and 3 CHPS compounds including both private, NGO's (Christian Health Association of Ghana (CHAG)) and public facilities.

Table 1:28 Types of Medical Facilities and Ownership

OWNERSHIP	TYPE OF FACILITY			
	Hospital	Health Centre	Maternity Home/Clinic	CHPS
Government	1	2	1	3
CHAG	1	0	1	0
Private	0	0	1	0
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>

Source: Municipal Health Directorate, EJMA, 2018

#### 1.9.14 Top Ten (10) OPD Morbidity and Mortality

At the end of the second quarter of 2018, the Juaben Municipal Health Directorate recorded a total of 34,696 top ten (10) OPD reported diseases. Malaria continues to be the number one cause of morbidity and mortality in the Municipal. There has been an increasing trend of cases seen since 2016. However, the increasing figures can also be associated with the addition of the morbidity dataset in facilities who were previously not reporting on that dataset. This is shown in the table 1.29 below.

Table 1.29 Top Ten (10) OPD Reported Diseases

	2016		2017		2018	
	Disease	Cases	Disease	Cases	Disease	Cases
1	Malaria (All diseases)	9683	Malaria (all diseases)	7729	Malaria (all diseases)	12061
2	Upper Respiratory Tract Infections	4409	Upper Respiratory Tract Infections	3873	Upper Respiratory Tract Infections	5863



3	Rheumatism & Other Joint Pains	2459	Rheumatism & Other Joint Pains	2257	Rheumatism & Other Joint Pains	3678
4	Diarrhoea Diseases	2179	Diarrhoea Diseases	1700	Diarrhoea Diseases	2757
5	Skin Diseases	1449	Anaemia	1159	Anaemia	2452
6	Anaemia	1318	Pneumonia	1111	Acute Urinary Tract Infection	2029
7	Acute Urinary Tract Infection	1297	Skin diseases	1021	Skin Diseases	1621
8	Intestinal Worms	1215	Acute Urinary Tract Infection	1001	Typhoid Fever	1606
9	Typhoid Fever	949	Typhoid Fever	999	Intestinal Worms	1389
10	Pneumonia	885	Intestinal Worms	790	Pneumonia	1240

Source: Municipal Health Directorate, EJMA, 2018

Table 1:30 Morbidity Associated With Mortality

	2016	2017	2018
OPD Suspected Malaria Cases	13,052	11,852	18,686
OPD Malaria Cases (+ve)	4,673	4,575	8,768
Malaria under 5yrs	2,527	2,161	3,038
Malaria in Pregnancy	94	162	121

Source: Municipal Health Directorate, EJMA, 2018

Malaria under 5yrs had an increase in figure because a new portion have been created for recording of uncomplicated malaria tested negative but treated as malaria which was non-existing in 2016 and 2017.

From the two tables above, malaria is recorded as the disease with highest number of cases. This implies that the public is not being educated well enough on how to control or prevent the risk of malaria, and this in the long-run would affect productivity in the district and also most of the

diseases are due to poor environment and diet. A lot need to be done on our bad environment, refuse disposal sites, places of convenience, overgrown weeds which breed Mosquitoes and eating habits.

### **1.9.15 Non-Communicable Diseases**

According to WHO, Non communicable diseases (NCDs) also known as chronic diseases tend to be long duration and are as a result of a combination of genetic, physiological, environmental and behaviors factors. NCDs mostly affects people in low-income or middle-income countries irrespective of age and kill 41 million people each year, equivalent to 71% of all deaths globally. The Municipal recorded as high as 912 hypertension, 125 Asthma and 417 Diabetes cases in 2018. These diseases are driven by forces that include rapid unplanned urbanization, unhealthy lifestyle and other metabolic risk factors that increase the risk of NCDs.

Table 1: 31 Non-Communicable Diseases

	<b>2016</b>	<b>2017</b>	<b>2018</b>
Hypertension	815	418	912
Asthma	59	78	125
Sickle cell Disease	18	16	69
Diabetes	258	173	417

Source: Municipal Health Directorate, EJMA, 2018.

### **1.9.16 Disease Surveillance Activities (2016-2018)**

The surveillance of infectious diseases has become an overriding subject due to emerging and re-emerging infectious diseases. In Africa and Ghana, infectious diseases such as TB, Cholera, Dysentery, meningitis etc continues to be a major health problem therefore there is the need to put measures in place to ensure timely detection or an effective response to them. For a functioning infectious disease surveillance system, the Municipal health directorate conducts certain activities such as detection; confirmation and registering of cases; reporting; data analysis and interpretation; feedback and dissemination. Through these activities, the health directorate

was able to come up with the diseases that are emerging and re-emerging and somewhat contributing to morbidity and mortality rates in the Municipality. Some of the diseases are shown in the table 1.32 below

Table 1.32 Disease Surveillance Activities (2016-2018)

DISEASE	2016	2017	2018
CHOLERA	0	0	0
MEASLES	0	0	1
AFP	0	0	0
YELLOW FEVER	0	0	1
MENINGITIS	0	0	3
RABIES	0	0	0
YAWS	0	0	0
BURULI ULCER	0	0	0

Source: Municipal Health Directorate, EJMA, 2018.

The table above shows no case of cholera recorded within the first quarter of 2018 in the Municipality. Although there was zero (0) cases on Measles between the year 2016 and 2017, one case was suspected within the first quarter 2018. Also there were no suspected cases of AFP picked within the first quarter 2017. One suspected case of Yellow Fever was picked for laboratory confirmation for first quarter 2018. Meningitis on the other hand was suspected within the first quarter 2018 since (3) cases were recorded but surveillance is ongoing. The Municipality has not detected any ‘human rabies’, ‘Yaws’ and ‘Buruli Ulcer’ within the first quarter 2017 and first quarter 2018.

#### 1.9.17 Disease Control Unit

With the exception of Penta 3 and Yellow Fever, all the antigens recorded a significant improvement. Due to the shortage of Yellow Fever vaccine in the first quarter of this year (2018), children who were not vaccinated during the shortage period will be covered in the next quarter under review. This accounted for the seeming discrepancy as compared to MR coverage.

Table 1.33 Immunization Performance (2016-2018)

	<b>2016</b>	<b>2017</b>	<b>2018</b>
	<b>TARGET</b> <b>(6747)</b>	<b>TARGET</b> <b>(6661)</b>	<b>TARGET</b> <b>(6819)</b>
<b>BCG</b>	1956	2205	2392
<b>PENTA 3</b>	1616	1678	1502
<b>MEASLES-RUBELLA</b>	1834	1665	1773
<b>YELLOW FEVER</b>	1835	2066	1718
<b>ROTA 2</b>	1792	1725	1850
<b>Td 2+</b>	1238	1272	1366
<b>MEASLES 2</b>	1239	1297	1972
<b>MEN A</b>	NA	1302	1836

Source: Municipal Health Directorate, EJMA, 2018.

Table 1:34 PENTA 3 PERFORMANCE (2018)

<b>SUB-MUNICIPAL</b>	<b>ACHIASE</b>	<b>BOMFA</b>	<b>JUABEN</b>
TARGET	975	975	1098
PENTA 3	62	158	292

Source: Municipal Health Directorate, EJMA, 2018.

From the table 1.28 above, the Municipal Health Directorate's set target was not met during the PENTA 3 vaccination while other antigens recorded a significant improvement. This implies that more of these antigens are to be made readily available such that there won't be any problems during a prevalent epidemic.

### 1.9.18 Doctor and Nurses Ratio in the Municipality

The Municipality has 600 health workers including 21 doctors and 200 nurses. During the first quarter of 2018, the Municipal received 30 staff from the regional Health Directorate. The staff received was redistributed to the various government facilities and health center. Doctor-patient and nurse-patient ratio in the Municipality as at 2016 are 1:5623 and 1:478 respectively. This exceeds the WHO threshold of one nurse is to 1000 people in developing countries. Meanwhile

the ratio for Ghana has improved from one nurse to 935 persons in 2014, to one nurse to 739 persons in 2015. The Doctor to population ratio is also 1:12310. This implies that 12310 population of the population depend on one doctor for their health. Table 1.29a and 1.29b shows the details over the past four years (2013-2016).

Table 1.35 Doctor/Nurses Ratio Out-patient Attendance (2013-2016)

INDICATOR	YEARS			
	2013	2014	2015	2016
Doctor : Patient Ratio	1: 31145	1: 7616	1: 5866	1:5623
Nurse :Patient Ratio	1: 1236	1: 1052	1: 469	1:478
Outpatient Attendance	75124	267, 801	233, 839	240,551

Source: Municipal Health Directorate, EJMA, 2017

Table 1.36 Doctor/Nurse –Population Ratio

INDICATOR	YEARS			
	2013	2014	2015	2016
Doctor- Population Ratio	1:7927	1:9180	1:10,630	1:12,310
Nurse- Population Ratio	1:832	1:964	1:1116	1:1293
Estimated Population	166,476	192,779	223,238	258,509

Source: Municipal Health Directorate, EJMA, 2017.

### 1.9.19 Health Staff in the Municipality

The total staff strength of the Municipal Health Directorate stood at 725 in 2016 as against 421 in 2013. The staff strength for 2016 has increased compared to 2013; reasons being that other categories of staffs were posted to the Municipality. Onwe Government Hospital has no medical Officer but the two other government hospitals in the Municipal has more than two (2) Medical Officers with the remaining from private facilities. The health centre at Achiasse has two

midwives whilst the other government clinics have only one midwife. The table below shows the staff from both private and public health facilities in the Municipality

Table 1.37 Number of Public/Private Health Staff in the Municipality (2010-2017)

<b>CATEGORY OF STAFF</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Medical Superintendent	1	1	1	1
Specialist	2	1	1	1
Medical Officers	2	1	2	2
Dental Surgeon	1	1	1	1
Deputy Director of nursing services	0	0	0	2
Medical Assistant	3	2	1	3
Optometrist	1	1	1	1
Certified Registered Anesthetist	1	2	2	2
Dental Technician	1	1	1	1
General Nurses	27	24	33	31
Emergency Nurses	1	1	2	1
Community health nurses	13	8	8	7
Psychiatric nurses	2	3	4	4
Public health nurses	0	0	0	1
Health Assistant	8	8	7	7
Midwives	11	16	21	22
Paramedic	27	30	22	31
Technical Officers	4	4	5	4
Pharmacist	3	4	4	4
Pharmacy Technician	2	3	3	3
Temporary staff	41	47	45	45
Others	92	76	112	106
<b>TOTAL</b>	<b>243</b>	<b>234</b>	<b>276</b>	<b>280</b>

Source: Municipal Health Directorate, EJMA, 2018.

From the above table, the staff strength for the hospital as at 2018 is 280. This number comprises all categories of staff. One hundred and fifty one (151) are permanent staff. Forty five (45) are temporary worker.

Table 1:38 CATEGORIES OF STAFF RECEIVED

<b>Category of staff</b>	<b>No.</b>
Nursing Officers	2
Midwives	8
General Nurse	9
Enrolled Nurse	8
Community Health Nurse	2
Health Assistant	1

Source: Municipal Health Directorate, EJMA, 2018.

### **1.9.20 Health Promotion Activity Report**

Health promotion activities include social and behavioral change communication to support individual and communities to adopt healthy behavior, social community mobilization for health programme and services, operational research to provide evidence for health intervention and coordinating activities of partners and NGOs working within the Municipality. About 116,954 people were reached during the first quarter 2018 with majority being nursing mothers followed.

The detail is as depicted below:

Table 1:39 CATEGORY OF TOPICS

<b>Category of topics</b>	<b>2017</b>	<b>2018</b>
Communicable diseases	112	252
Non-communicable diseases	112	152
Reproductive Health (Safe Motherhood)	475	182
Reproductive Health (Family Planning)	-	451
Nutrition	330	506
Child Health	543	392
Personal/ environmental hygiene	351	396
Mental Health	1	4



Others	14	55
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Source: Municipal Health Directorate, EJMA, 2018.

From the above table, it can be deduce that majority of topic treated was on Nutrition, followed by Reproductive Health (Family Planning) and Personal/ environmental hygiene. As compared to 2017, it was child health, followed by Reproductive Health (Safe Motherhood) and Personal/ environmental hygiene. The way forward is to include mental health in health education sections within Sub-Municipal.

### 1.9.21 Maternal Health Services

Antenatal service coverage increased from 8,736 in 2009 to 10,354 in 2013 with average visit of 3 per client. Pregnant women registered with Anemia reduced/increased slightly from 1,722 in 2009 to 1,643 in 2013.

Table 1.40 Maternal Antenatal Service Coverage

Sub Municipal	2016		2017		2018	
	ACTUAL	%	ACTUAL	%	ACTUAL	%
Achiase	74	13	62	11	53	9
Bomfa	209	21	151	16	143	15
Juaben	205	19	193	18	193	18
<b>MUNICIPAL</b>	488	26	406	30	389	30

Source: Municipal Health Directorate, EJMA, 2018.

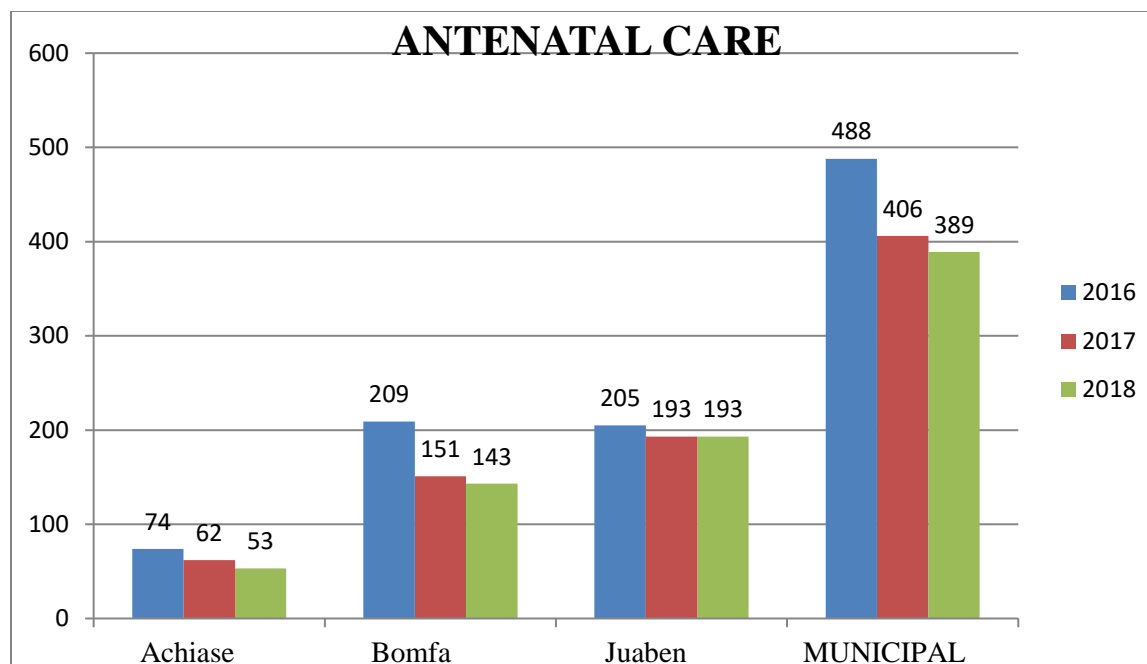


Figure 1.13: Antenatal Care

Source: Municipal Health Directorate, EJMA, 2018.

Antenatal service coverage has been decreasing suddenly. In 2016, the number of pregnant women who went to health facilities to register their pregnancies to receive antenatal services was 488 but dropped to 406 and 389 in 2017 and 2018 respectively. However, the proportion of The Municipality is facing problems in the health sector due to inadequate health personnel and logistics in the various health facilities. The attempt to address the comparatively high maternal mortality rate and to improve access, quality and continuity of antenatal care to pregnant women is failing. Measures are being put in place to make health facilities accommodative and safe for pregnant women.

Table 1.41 Pregnant Women with 4th Visits

Sub Municipal	2016	%	2017	%	2018	%
Achiase	63	85	40	65	22	42
Bomfa	96	46	126	83	72	50
Juaben	244	119	187	97	119	62

<b>MUNICIPAL</b>	403	70	353	62	213	66
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Source: Municipal Health Directorate, EJMA, 2018.

WHO recommends at least four visits for an effective antenatal care services. Inadequate ANC is associated with identification of higher risk factors. The proportion of women that visited the health facilities for professional support during their pregnancies decreased from 85 percent to 42 percent in the subsequent years. Women in labour still report to health facilities late and others use all sorts of herbal preparations during labour before seeking health care and others never visited the health facilities during pregnancy. Measures are still required to encourage pregnant mothers to patronize pre-Natal and post-natal health care services to improve their health status and that of their babies.

Table 1.41 Teenage Pregnancies

<b>Sub Municipal</b>	<b>2016</b>	<b>%</b>	<b>2017</b>	<b>%</b>	<b>2018</b>	<b>%</b>
Achiase	14	19	6	10	11	21
Bomfa	19	9	22	15	25	17
Juaben	14	7	6	3	17	9
<b>MUNICIPAL</b>	<b>178</b>	<b>10</b>	<b>176</b>	<b>9</b>	<b>229</b>	<b>11</b>

Source: Municipal Health Directorate, EJMA, 2018.

### 1.9.22 Infant and Maternal Mortality in JMA

The issue of maternal mortality is of concern and will continue to be of concern globally. The fifth target of MDG 5 is to reduce maternal mortality.

Table 1.42 Infant and Maternal Deaths

<b>Sub Municipal</b>	<b>2016</b>		<b>2017</b>	<b>2018</b>
	<b>Actual</b>	<b>/100,000</b>	<b>Actual</b>	<b>Actual</b>
Achiase	0	0	0	0

Bomfa	0	0	0	0
Juaben	1	629	0	0
<b>Municipal</b>	4	319	0	0

Source: Municipal Health Directorate, EJMA, 2018.

The Municipality did not record maternal death or infant death in the health facilities as at 2018. Not much information is captured by Community Based Surveillance volunteers (CBSV) in the area of infant and maternal death. There is the need to be bound and motivate the CBSVs for them to be effective.

### **1.9.23 Status of the Municipal Health Insurance Scheme**

The total active membership of the district office (Ejisu-Juaben Municipal) as at July 31, 2018 is 92,512 of which Juaben Municipality takes nearly a half. There are 38 credentialed facilities under the district office. The Municipal Assembly in its efforts to make health care services accessible to majority of people has stationed a staff at Juaben since 2019 whose core duty is to collect expired cards from subscribers in Juaben and its environs for onward renewal at the district office within 24 hours. The office is yet to set up an agency/satellite office in the Municipality.

### **1.9.24 HIV and AIDS in JMA**

In 2017, about one hundred and fifty-three (153) pregnant women out of 6,196 pregnant women screened for the HIV infection tested positive according to Municipal Health Directorate annual performance review. Out of this figure, 141 HIV-infected pregnant women were put on the anti-retroviral therapy (ART). This has been a very disturbing and delicate issue concerning the health of the people in the Municipality. People get infected due to many reasons such as poverty, multiple sex partners, unprotected sex, increased commercial sex workers and many others.

The poor economic status of most families in the Municipal area has led to the indulgence of illicit sex on the part of many people to make extra money to support themselves which often result in teenage pregnancies and HIV/AIDS infection. People who keep multiple sex partners

are prone to indenture the dangerous virus unmindful of the consequences of their action and the low proclivity of using condoms to prevent HIV/AIDS infection.

- **Implication for development**

HIV/AIDS has a disheartening health implication on the Municipality such as extra workload on health care providers, increased health budget on HIV/AIDS at the expense of the social services, reduction in life expectancy and high morbidity and mortality as a result of HIV/AIDS. This also affects the economic performance of the Municipality such that there will be low production and productivity will increase dependency ratio. Poverty levels become worse due to increased medical bills.

### **1.9.25 Challenges related to Health**

- ✓ Inadequate clinicians
- ✓ Inadequate paramedical staff
- ✓ Accommodation
- ✓ Poor data documentation capture
- ✓ Lack of transport for health service delivery
- ✓ Lack of understanding on indicators in some data sets
- ✓ Poor data reconciliation

The unit is working assiduously to improve performance and nutritional status of the people. Few challenges associated with health delivery at the beginning of the year includes, inconsistencies in data, incomplete reporting and recording, amongst others. In view of this, the Municipal prioritized several strategies among others to correct the situation created by the existing challenges. These included the scaling up of interventions and effectively running routine programs grouped as Community Infant and Young Child Feeding, , Growth Monitoring and Promotion, Child Health prioritizing Anemia control, Vitamin A supplementation, Exclusive Breastfeeding, Appropriate Complementary Feeding, among other safe motherhood interventions and Nutrition services. The Department continues to improve on its services through On-Site Technical support, data validation and Facilitative and support visits.

## 1.10 SOURCES OF ENERGY

### 1.10.1 Source of Energy for Lighting

There are many sources of lighting in households, institutions and industries. These include natural sources such as sun (solar), stars, fire etc and artificial sources such as electricity or batteries. But in Juaben Municipality, the main source of lighting that were being used in various households include electricity grid, flashlight and kerosene lamp. About 69.4 % households depend on electricity grid from the Electricity Company of Ghana for lighting for domestic and commercial use. Also, 16.5% households use flashlight and 11.5 % use kerosene lamp. This follows a similar pattern in the national record of 64.2% usage of electricity, 17.8% of kerosene lamp and 15.7% of flashlights as the main source for lighting. The Ashanti Region also recorded that about 73.6% households used electricity, followed by flashlight/torch (17.3%) and kerosene lamp (7.0%).

Table 1.43 Main source of lighting of dwelling unit by type of locality in the Municipality

Main source of light	Total		Municipal			
			Total		Urban	Rural
	country	Region	N	%	%	%
Total	5,467,054	1,126,205	33,078	100.0	100.0	100.0
Electricity (mains)	3,511,065	828,924	22,952	69.4	79.7	65.1
Electricity (private generator)	36,142	6,343	238	0.7	0.8	0.7
Kerosene lamp	971,807	78,756	3,817	11.5	6.8	13.5
Gas lamp	9,378	1,881	66	0.2	0.1	0.2
Solar energy	9,194	1,693	57	0.2	0.3	0.1
Candle	41,214	9,472	341	1.0	1.1	1.0
Flashlight/Torch	858,651	195,345	5,457	16.5	11.1	18.7
Firewood	13,241	1,484	63	0.2	0.1	0.2
Crop residue	4,623	414	17	0.1	0.0	0.1
Other	11,739	1,893	70	0.2	0.0	0.3

Source: Adopted from 2010 Population and Housing Census

From the table above, about four million of the total population depends on the national grid for electricity and about 15% of the proportion of dwelling units uses electricity generators as the main source of lighting. Flashlights as source of lighting for 16.5% households could be due to the introduction of rechargeable varieties and long-lasting batteries. The use of candles as the main source of lighting has been reduced for the past five years due to the numerous fire outbreaks resulting from its usage and could be due to improvement in technology and new innovative ideas such as introduction of affordable torchlight

### **1.10.2 Source of Energy for Cooking**

The main sources of energy for cooking were firewood, charcoal and Gas. About 35.5% households used firewood for cooking while 33.3% and 31.2% households relied on charcoal and Gas for cooking which in comparison to the nation records is somewhat better than the national indices of 40.2% usage of firewood, 33.7 % usage of charcoal and 18.2 percent of gas as sources of energy for cooking. About 68% of dwelling units in the Municipality used firewood and charcoal (wood) as cooking fuel more than gas. This is contributing factor to deforestation which has a negative effect on the Municipality. This implies that a large portion of their vegetation cover is felled in order to serve the demand for charcoal and this can pose a threat to animal life, and hence policies ought to be put in place to check the felling of trees and promote afforestation. This also implies the need to educate people on the need to patronize clean forms of energy such as the LPG and electricity and how to use it in order to minimize its associated danger.

## **1.11 WATER AND SANITATION**

### **1.11.1 Water**

The main sources of potable water in the Juaben Municipality are hand-dug wells and boreholes. The Assembly through the Government of Ghana and Safe Water Foundation has provided water systems and boreholes in some communities in the Municipality. According to the CWSA water coverage in the Municipality stood at 56.1 percent whilst the regional coverage stood at 72.6% making water coverage in the Municipality increase from 56.1% to 71% but due to poor management and maintenance of water systems, there are frequent breakdown of facilities resulting in the use of unhygienic sources of water such as streams which are potential sources of

water-related diseases. In all, the Municipality has about 347 boreholes, 68 Hand-dug wells fitted with hand pumps.

WATSAN committees have been formed in various communities in the Municipality. There is the presence of small town water system at Juaben and Atia. The table below details out the water facilities in the 3 Zonal councils in the Municipality.

Table 1.44 Distribution of Water Facilities in Juaben Municipal

Town/Area Council	Water System	Type of Facilities		
		Mechanised Boreholes	Borehole	Hand-dug Well with Hand pump
JUABEN	2	-	29	3
BOMFA ADUMASA		2	15	-
ACHIASE	0		21	-
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>65</b>	<b>3</b>

Source: Municipal Water and Sanitation, 2017.

### 1.11.2. Sanitation

Within the Juaben Municipality, open dumping is the dominant method of solid waste disposal. However, refuse containers are in markets and at refuse dump sites in selected communities. There are few drains within the Municipality. Waste water from various homes flows into immediate surroundings, open spaces and the few to nearby constructed drains found in major settlements of the Municipality. This creates stagnant pools that encourage mosquito breeding since mosquitoes find such atmosphere of moisture conducive for them to breed. Open space disposal of waste distorts the beauty (aesthetics) of the household compounds. Currently, there are no final disposal sites within the Municipality.

Toilet facilities are inadequate in the Municipality most especially in the remote/rural communities such that about 60% resort to open defecation. Since majority of the population do not own toilet facilities in their houses, the practice of hygiene is very critical in some communities hence the outbreak of diseases such as cholera and typhoid in the Municipality and this can be verified from the top 10 OPD recorded cases.



Table 1.45 Distribution of Sanitation Facilities in EJMA

<b>Zonal /Area Councils</b>	<b>Water closet</b>	<b>Pit latrine</b>	<b>KVIP</b>
JUABEN	2	4	8
BOMFA ADUMASA	1	2	3
ACHIASE	-	1	-
NOBEWAM	-	-	2
<b>Total</b>	<b>3</b>	<b>7</b>	<b>13</b>

Source: MWST – June 2017.

The few public toilets constructed by the Assembly and other stakeholders are inadequate compared to the population in the communities. There is poor maintenance of the existing facilities leading to very unsanitary conditions. The comprehensive sanitation policy has to be enforced to ensure a sustainable toilet technology and domestic waste management options and to streamline the management of public toilet facilities.

### **1.12 Mining Activities in the Municipality**

Illegal mining activities are currently going on at Pemanase, Bomfa and Achiase in the Juaben Municipality. Illegal mining activities in the Municipality are impacting negatively on the environment. This activity is polluting water bodies, and destroying arable lands/ vegetation and farms through the creation of large uncovered pits which pose a threat to human life.

### **1.13 Governance**

Governance can be said to be effective and accountable when it determines who has power to make decisions and how account is solidified. There is therefore the need to understand the institutions and actors that are involved in the administration of the Assembly as this helps to manage development. This section discusses the administrative structure of the Municipal Assembly, its operational and institutional procedures and arrangement that link the private sector and the public/civil society organizations with the Assembly.

### **1.14 Juaben Municipal Assembly**

The Juaben Municipal Assembly was carved out of the former Ejisu-Juaben Municipal Assembly on 14<sup>th</sup> day of November, 2017 by the Legislative Instrument 2296. The Assembly having been established as a Municipal Assembly through the Local Government Law (PNDC Law 2007) by the Local Government Act, 2016 (Act 936) and Legislative Instrument 2009 (L.I 1961) is the highest decision making body at the local level.

Its mission is to promote local economic growth through the provision of standard social services in partnership with key stakeholders to enhance the quality of life of people in the Municipality.”

- **The Organization Structure of the Juaben Municipal Assembly**

The Assembly communicates vertically between the various hierarchies and receives professional advice or recommendations from units at the same level. The Municipal Assembly is the highest body followed by the Executive Committee made up of fifteen (15) members. The Municipal Chief Executive is the chairperson of the Executive Committee who exercises political, administrative and coordinating functions of the Assembly whilst the Sub-committees are called to deliberate on relevant issues in their functional areas.

The MCE is nominated by the President, approved by two-third of the members of the assembly and appointed by the president. He or she chairs the executive committee.

The statutory sub-committees include the following;

- Development planning sub-committee;
- Social services sub-committee;
- Works sub-committee;
- Finance and Administration sub-committee;
- Justice and security sub-committee; and

The Assembly has also established two special purpose (ad-hoc) sub-committees responsible for

- Agric and Environmental
- Culture and Tourism

- Public relations and complains committee

The sub-committees collate and deliberate on issues directed to them by the Executive Committee among other functions. The core values of the Assembly is in tandem with Service delivery Standards (SDS) which is a mechanism by which transparency, accountability and mutual trust are ensured between duty bearers and right holding citizens in the service delivery.

The Municipal Chief Executive (MCE) is assisted by a secretariat of the Central Administration which is headed by the Municipal Co-ordinating Director who reports to the Municipal Chief Executive. The Central Administration of the office of the Municipal Assembly is made up of the General Administration and Finance (GAF) and Municipal Planning Co-ordinating Unit (MPCU) which exists to co-ordinate, monitor and evaluate development activities and budgeting purposes. These two offices are assisted by the Municipal Health Management Team, Social Welfare and Community Development, Education, Science and Sports, Ministry of Food and Agriculture, Works Department, Budget, Urban roads, National Resource Conservation, Trade and Industry and Disaster Prevention units.

Table 1.46 Name of Zonal Councils and their communities

<b>No.</b>	<b>Name of Zonal Council</b>	<b>Communities</b>	<b>Number of Communities</b>
1	Juaben Zonal Council	Juaben, Asiampa, Baman, Abetenim, Addokrom, New Yaw Nkrumah, New Bomfa, Kotei, Kokodie, Apemso, Ensonyameye, Ofoase, Mawabambu, Odoyefe, Akimkrom, Bowohomodan, Nyameyeade, Dwabenmma, Nkyerepoaso, Boatengkrom ,Afraku, Motokrodua Abisim, Daaman, Krofuom and Dumakwai	26
2	Hwere Annum	Kubease, Duampompo, New Koforidua, Nobewam, Amangoase, Agyenka, Boadwo, Wanaa Boama Dwumase, Hwereso, Boankra and Atia	12

<b>No.</b>	<b>Name of Zonal Council</b>	<b>Communities</b>	<b>Number of Communities</b>
3	Bomfa Adumasa	Bomfa, Nonai, Adumasa, Bankroso and Yeboakrom	5
4	Hwere Annum River Zonal Council	Pemenase, Esaase, Akronwe, Wabiri, Yamooso, Achiase, Okrakurom, and Apantobom	8

Source: JMA Planning Unit, August 2018.

There are four zonal councils within the Municipality's sub-structure. These zonal councils are subdivided into nineteen (19) electoral areas and twenty five (25) Assembly members made up of nineteen (19) elected and six (6) appointed members. The Sub – Structure promotes efficient public policy management, decentralization, public expenditure, decision-making, transparency and accountability.

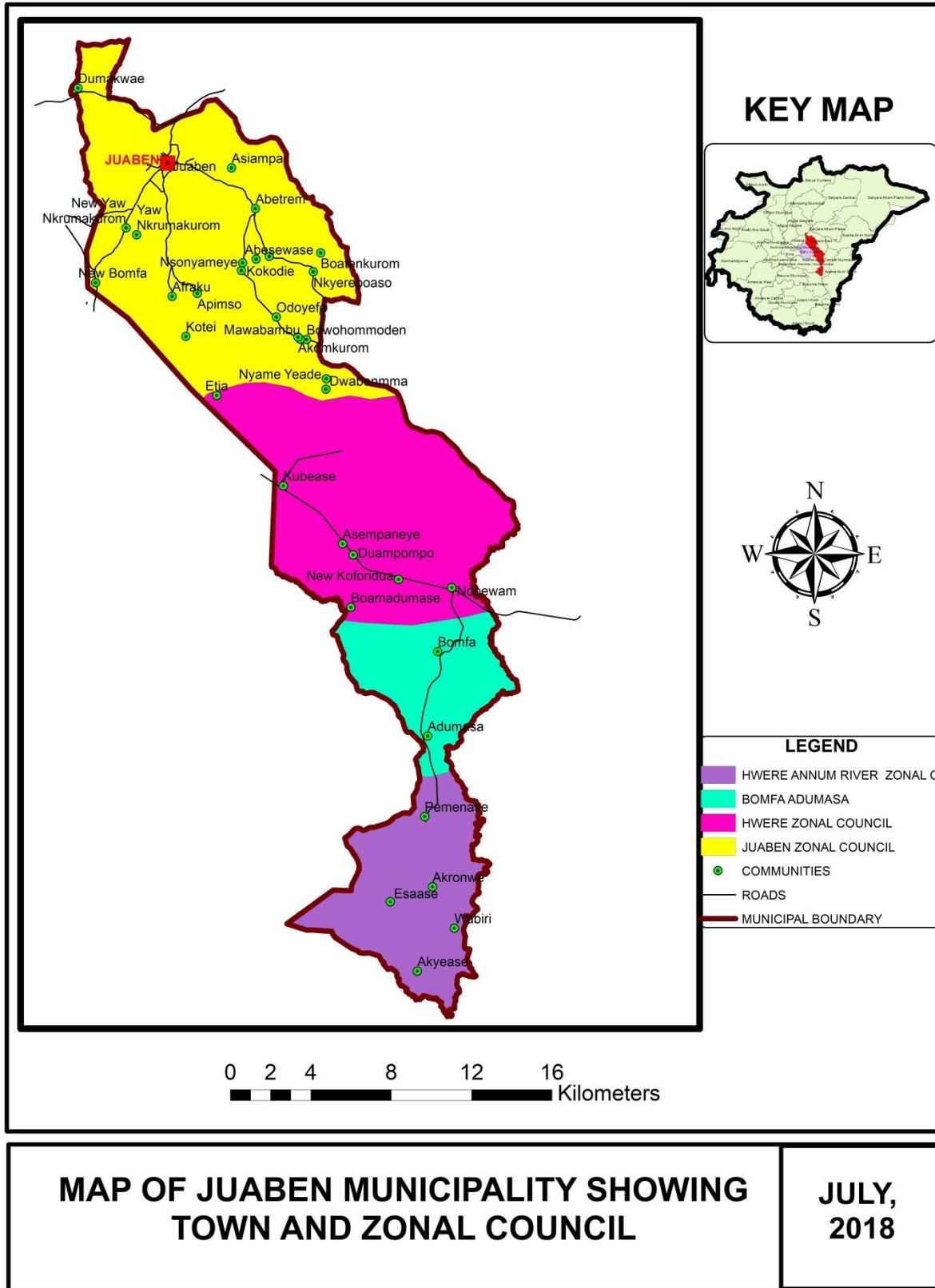


Figure 1.14: Map Showing Town and Zonal Council

Source: JMA, Planning Unit, August 2018.

### 1.15 Information and Communication Technology (ICT)

Globalization is taking over the world and urbanization is fast rising in developing countries. Technology has advanced and day in day out, people come out with innovative ideas. To be abreast with development around the world, it is essential that people increase their knowledge and awareness of what is taking place around them. The countries are linked together through communication with advanced communication technology. The people within the Municipality are able to access information through communication technology gadgets such as mobile phones, computer and internet facilities which are fast becoming essential for living a meaningful life.

Cellular phones are the most used telecommunication tool in the Municipality. All four telecommunication network operators are present with varied level of quality services as depicted by the table below:

Table 1.47 Network reception in Electoral Areas

No.	Network Electoral Area	MTN	Vodafone	AirtelTigo	Glo	Remarks
1.	Achiase Aosomeaso	Very Good	Good	Good	Not Good	
2.	Achiase Odumase	Good	Good	Good	Not Good	
3.	Wabiri Akronwi	Good	Good	Good	Not Good	
4.	Esaase	Not good	Very Good	Very Good	Not good	
5.	Pemenase	Very Good	Good	Very Good	Not good	
6.	Adumasa Ahenbronum	Good	Very Good	Very Good	Not good	
7.	Adumasa Krofofrom	Good	Very Good	Good	Not Good	
8	Bomfa Ahenbronum	Good	Very Good	Good	Not Good	
9	Bomafa Penipa	Very Good	Very Good	Very Good	Not Good	
10	Nobewam	Good	Good	Good	Not Good	

11	New Koforidua	Very Good	Good	Good	Not Good	
12	Duampompo Boamadumase	Good	Good	Good	Not Good	
13	Kubease	Very Good				
14	Atia	Good	Good	Good	Not Good	
15	Damang	Good	Good	Good	Not Good	
16	Mmorontuo	Good	Good	Good	Not Good	
17	Ofoase Abetenim	Very Good	Very Good	Good	Not Good	
18	Nkyerepoaso	Good	Good	Good	Not Good	
19	Nkwantan	Good	Good	Good	Good	

Source: JMA Planning Unit, August 2018.

The Assembly will seek to engage telecommunication companies operating within the Municipality to ensure and deliver improved network coverage not only in the urban areas but the rural areas as well.

This is expected to translate into better voice quality, high-speed data service and reinforced network stability and resilience with the combined fiber footprint and increased data centres. Enterprise customers including both large corporations and SMEs would have access to a changed portfolio of improved telecommunication solution.

Mobile financial service which seems to be growing and gaining grounds as a communication and preferred form of conducting money transfers is also expected to be greatly enhanced particularly with the onset of combined agent network platforms.

### **1.16 Poverty, Inequality and Social Protection**

According to the International Labor Organization (ILO), poverty is a complex, deep-seated, pervasive reality. Virtually half the world lives on less than US\$2 a day. Even though Ghana has been recording a steady increase in growth rate over the past decade which has resulted in a decrease in poverty levels, there is evidence to show that the growth had widened inequality levels. The trend in Ghana is that urban poverty levels significantly outweigh rural poverty levels at a ratio of 1:3. This inclination is not different at the Municipality where the communities are predominantly rural. Poverty level is estimated at 9 percent which is lower than the national

average and this is expected to decrease further following the establishment of Juaben Municipality.

The main aim of LEAP is to alleviate short-term poverty and encourage long term human capital development. Ejisu-Juaben the then Municipality was part of the 144 beneficiary districts where by one member household receives GH¢ 48.00 and household with two eligible members receive GH¢ 60.00. Three or more eligible beneficiaries receive GH¢ 72.00 to GH¢ 90.00. Persons with disability are not excluded in the LEAP initiative.

Disability is becoming a cross-cutting issue in all aspect of development. Persons with disability constitute about 2.7 percent of the total population. Although these people have 3 percent share in the allocation of the DACF, there are still challenges in integrating them into the economy in the Municipality. The major types of disability within the Municipality are disability associated with sight (40.5%) and Physical (29.4%). This is shown in the shown the table 1.48. below;

Table 1.48 Population by type of disability and sex

Disability type	Both Sexes		Male		Female	
	Number	Percent	Number	Percent	Number	Percent
<b>All Localities</b>	<b>95,678</b>	<b>100</b>	<b>46,691</b>	<b>100</b>	<b>48,987</b>	<b>100</b>
Without Disability	78,288	81.8	39,042	83.6	39,246	80.1
With Disability	17,390	18.2	7,649	16.4	9,741	19.8
Sight	202	0.21	98	0.20	104	0.21
Hearing	97	0.10	45	0.09	53	0.11
Speech	98	0.10	52	0.11	46	0.09
Physical	197	0.20	95	0.20	102	0.20
Intellect	97	0.10	51	0.11	47	0.09
Emotion	79	0.08	39	0.08	40	0.08
Other	59	0.04	27	0.05	32	0.06

Source: JMA Planning Unit, August 2018.

The social welfare and community development department shall assist the Assembly to facilitate community based rehabilitation of persons with disabilities. Also as part of their mandate, the department shall perform functions such as registration of persons with disabilities,



assistance to the aged, assistance to street children, child survival and development and other social welfare services to protect the poor in society.

### **1.17 Science, Technology and Innovation (STI)**

Access to quality (STI) information by lawmakers is one of the key determinants of the effectiveness of policies in the local government. Science, technology and innovation are the basis upon which a sustainable economy can be developed hence it has become more important as the Municipality and nations at large are beginning to move toward knowledge-based economies. There are many sources of STI. These include expert opinion, internet and workshop, seminars, conferences which are the most important sources of information for the Assembly.

There is an existing collaboration between K.N.U.S.T. and Juaben Government Hospital in the area of malaria research, improved community health service delivery and disease control in general. Consequently, the formal has established a malaria research center which is also used by the University of Health and Allied Sciences in the Volta region.

Such healthy collaborations as the aforementioned enable the user institutions and agencies to benefit enormously from the application of science and technology to community health care delivery and malaria control and prevention.

### **1.18 SUMMARY OF KEY DEVELOPMENT ISSUES**

The table below summarizes and categorizes under the appropriate thematic areas of the GSGDA II, the key development issues from the performance review and Municipal profile.

Table 1.49 Summary of key development issues

Thematic areas of GSGDA II	Key Identified Issues
<b>Ensuring and Sustaining Macro-Economic Stability</b>	<ul style="list-style-type: none"> <li>○ Weak budget formulation and implementation</li> <li>○ Leakages in revenues</li> </ul>
<b>Enhancing Competitiveness of Ghana's Private Sector</b>	<ul style="list-style-type: none"> <li>○ Lack of credit to set up and or expand already established businesses</li> <li>○ Poor access to suitable land</li> <li>○ High setup cost for baby industries</li> <li>○ Poor infrastructural facilities such as good roads, telephone, uninterrupted electricity and water supply</li> <li>○ Poor database on the informal sector</li> <li>○ Limited production in small-scale industries due to scarce resources</li> <li>○ Inadequate access to credit facilities at lower interest rates</li> <li>○ Lack of coordination between the private and the public sector</li> <li>○ Limited market for finished products</li> <li>○ Inadequate managerial, entrepreneurial and technical skills</li> </ul>
<b>Accelerated Agricultural Modernisation and Sustainable Natural Resource Management</b>	<ul style="list-style-type: none"> <li>○ Poor access to credit and credit repayment rates for investments</li> <li>○ High cost of farm inputs and low price for farm produce</li> <li>○ Limited technical and managerial skills for farmers and MSMEs</li> <li>○ Low production levels due to outdated technologies and over dependence on rainfall</li> <li>○ Poor transportation system from farming communities to market centers</li> <li>○ Inadequate storage/processing facilities for farm produce.</li> <li>○ Inadequate extension services</li> <li>○ High demand of agricultural lands for residential and</li> </ul>

Thematic areas of GSGDA II	Key Identified Issues
	<p>commercial use</p> <ul style="list-style-type: none"> <li>○ Weak capacity of Farmer Based Organizations</li> <li>○ Inadequate market infrastructure and lorry parks</li> <li>○ Depletion of vegetative cover due to excessive lumbering, construction and sand winning</li> <li>○ Destruction of wetlands, rivers and streams for irrigation by ‘Galamsey’ operators</li> <li>○ High pest infestation on crops such as rice</li> <li>○ Illegal mining activities in some parts of the Municipality</li> <li>○ Loss of soil fertility due to bush burning</li> </ul>
<p><b>Infrastructure and Human Settlements</b></p>	<ul style="list-style-type: none"> <li>○ Poor road network and inadequate transport modes in rural areas</li> <li>○ Inadequate parking spaces</li> <li>○ Inadequate bus stops</li> <li>○ High rate of deforestation due to the use of trees as fuel for cooking</li> <li>○ Inability to match housing supply with population growth.</li> <li>○ High cost of accommodation.</li> <li>○ Absence of well – institutionalized estate agencies</li> <li>○ High cost of building plots/ materials</li> <li>○ Poor response to settlement and disaster Management</li> <li>○ Destruction of properties by fire</li> <li>○ Low publicity on tourism potential due to undeveloped tourism sites</li> <li>○ Low patronage of tourism sites</li> <li>○ Weak collaboration between relevant stakeholders in the tourism industry</li> <li>○ Encroachment of people on public lands</li> <li>○ Inadequate police post</li> </ul>

Thematic areas of GSGDA II	Key Identified Issues
	<ul style="list-style-type: none"> <li>○ Inadequate police personnel</li> <li>○ Inadequate logistics for the police</li> <li>○ Inadequate residential accommodation for the police and prisons</li> <li>○ Low Civilian – Police relationship</li> <li>○ Inadequate Vehicles to enhance Police operations</li> <li>○ Inadequate fire stations</li> <li>○ Haphazard development of structures in new developed settlements</li> <li>○ Development without permits</li> <li>○ Inadequate public education on the process of land acquisition for development.</li> <li>○ Inadequate supply of potable water especially in the rural areas</li> <li>○ Untreated drinking water sources</li> <li>○ Poor management of water facilities</li> <li>○ Indiscriminate open defecation and disposal of refuse</li> <li>○ Inadequate household toilet facilities</li> <li>○ Poor maintenance of public Sanitation facilities</li> <li>○ Inadequate tools and equipment</li> <li>○ Inadequate refuse containers</li> <li>○ Poor drainage system in some settlements</li> <li>○ Lack of engineered landfill site</li> <li>○ Lack of private sector involvement in waste management</li> </ul>
<p><b>Human Development, Productivity and Employment</b></p>	<ul style="list-style-type: none"> <li>○ High rate of unemployment</li> <li>○ Inadequate classroom blocks and furniture for Basic and JHS schools</li> <li>○ Lack of ICT centers and libraries in basic schools</li> <li>○ Encroachment on school lands by private developers and squatters</li> </ul>

Thematic areas of GSGDA II	Key Identified Issues
	<ul style="list-style-type: none"> <li>○ Inadequate Kindergarten schools in the Municipality</li> <li>○ Dilapidated nature of some school buildings</li> <li>○ Poor academic performance at the BECE.</li> <li>○ Inadequate Toilet and urinals in schools</li> <li>○ Poor maintenance of school infrastructure</li> <li>○ Inadequate health infrastructure.</li> <li>○ Inadequate Health infrastructure and equipment</li> <li>○ High Doctor/Population ratio</li> <li>○ Low patronage of antenatal health care services</li> <li>○ High percentage of anemic pregnant women</li> <li>○ High incidence of sanitation and diet related diseases</li> <li>○ Skewed distribution of health facilities</li> <li>○ Inadequate health personnel</li> <li>○ Poor reception of medical person towards patients.</li> <li>○ High incidence of malaria</li> <li>○ High incidence of maternal and child mortality</li> <li>○ Low level behavioral change, especially among the youth</li> <li>○ Low level of condom use, especially female condom</li> <li>○ Lack of Youth Friendly Centers</li> <li>○ Low nutritional status of some children under 5 years, pregnant women and lactating mothers</li> <li>○ Inadequate nutrition officers</li> <li>○ Lack of nutrition rehabilitation centers</li> <li>○ Low entrepreneurial skills and technological advancement</li> <li>○ Inadequate skill training centers</li> <li>○ Lack of basic machinery to enhance productivity</li> <li>○ Poor management systems and infrastructure in the areas of marketing products</li> <li>○ Lack of research and innovative ideas to enhance productivity</li> </ul>

Thematic areas of GSGDA II	Key Identified Issues
	<ul style="list-style-type: none"> <li>○ High fertility rate</li> <li>○ High incidence of HIV/AIDS related to pregnant women</li> <li>○ Large Household sizes</li> <li>○ People with disability have limited access to employment opportunities</li> </ul>
<p><b>Transparent, Responsive and Accountable Governance</b></p>	<ul style="list-style-type: none"> <li>○ Poor participation of community members in development issues</li> <li>○ cumbersome and unclear procedures for public services delivery</li> <li>○ Lack of coordination between substructures (Zonal councils &amp; Unit Committees)</li> <li>○ Inadequate accommodation (both residential and Offices)</li> <li>○ Inadequate logistics</li> <li>○ Low level of public participation in local governance</li> <li>○ Inadequate data on revenue sources</li> <li>○ Unwillingness of rate payers to pay taxes</li> <li>○ Poor monitoring of revenue collectors</li> </ul>

Source: JMA, Planning Unit, August 2018.

## **CHAPTER TWO**

### **PRIORITIZATION OF DEVELOPMENT ISSUES**

#### **2.1 Introduction**

The previous chapter dealt with the review of GSGDA II and the contemporary situation of the municipality alongside with a summary of community needs and aspirations. Chapter two is geared towards the municipality's development priorities and covers the five (5) thematic development dimensions of the National Medium Term Development Policy Framework (NMTDPF 2018-2021) namely; Economic Development, Social Development, Environment, Infrastructure and Human Settlement Development, Governance, Corruption and Accountability and Ghana and the international Community.

The thematic areas emphasize the diverse focus areas the municipality intern gearing resources to develop within the plan period (2018-2021). In addition to this chapter is the POCC analysis and Identified Key Development Issues/Problems related to Agenda for jobs (NMTDPF 2018-2021)

#### **2.2 Open Fora at Urban/Zonal Council Levels/Prioritized Issues**

A consultative meeting and public hearing with the four zonal councils resulted in a comprehensive collation of needs and aspirations of the community with the key development issues to ensure efficient utilization of resources. People were present at the fora to present their community needs and aspirations based on the whole zonal councils within the municipality because resources are scarce, it was expedient to prioritise needs of people in the quest to address the most pressing needs with limited available resources. These issues identified have been linked to the development dimensions of Agenda for jobs 2018-2021. Table 2.1 gives a summary of community needs and aspirations

Table 2.1 Prioritized Needs and Aspirations of Urban/Zonal Councils

Zonal Council	Needs and Aspirations of Community
HWERE-ANNUM RIVER ZONAL COUNCIL	<ul style="list-style-type: none"> <li>• Poor road network</li> <li>• Inadequate health facilities</li> <li>• Inadequate accommodation for health workers</li> <li>• Poor water and sanitation</li> <li>• Inadequate educational infrastructure</li> <li>• Absence of community/social center</li> </ul>
BOMFA ADUMASE ZONAL COUNCIL	<ul style="list-style-type: none"> <li>• Inadequate educational infrastructure</li> <li>• Poor condition of educational infrastructure</li> <li>• Inadequate accommodation for educational workers/teachers</li> <li>• Poor road network</li> <li>• Poor water and sanitation</li> <li>• Lack of market facilities</li> <li>• Inadequate educational infrastructure</li> </ul>
HWERE-ANNUM RIVER ZONAL COUNCIL	<ul style="list-style-type: none"> <li>• Lack of ICT laboratory</li> <li>• Rehabilitation of feeder roads</li> <li>• Poor water and sanitation</li> <li>• Inadequate educational infrastructure</li> </ul>
JUABEN ZONAL COUNCIL	<ul style="list-style-type: none"> <li>• Inadequate educational infrastructure</li> <li>• Inadequate accommodation to house teachers</li> <li>• Absence of market structures</li> <li>• Poor road network</li> <li>• Limited access to electricity</li> <li>• Inadequate health facilities</li> <li>• Poor water and sanitation</li> </ul>

Source: Source: JMA, Planning Department, August 2018.



### **2.3 Harmonization of Community Needs and Aspirations with Identified Key Development Gaps/Problems/Issues**

To ensure harmony, each community's needs and aspirations were scored against the key gaps/problems/issues identified under the review of performances of the GGSDA I. However, three rates were used in the scoring. Table 2.2 exhibits the scoring for the harmonization.

Table 2.2 Scoring for Harmonization

Definition	Score
Strong Relationship	2
Weak Relationship	1
No Relationship	0

Source: NDPC, 2018-2021.

The harmonization was done by ranking all the summarized community needs and aspirations and the 7 identified key development gaps/problems/issues from the performance review and profile of the GSGDA 1. The details of the harmonized development gaps and community needs and aspiration are presented in Table 2.3

Table 2.3 Harmonization of Community Needs and Aspirations with Identified Development Problems/Issues from Performance Review and Profiling 2010-2013

Community needs and aspirations	Identified Key Development Gaps/Problems/Issues (from the performance review and profile)									
	Low revenue generation	Poor conditions of roads	Unreliable data on rateable items	Low agriculture productivity	Skewed and inadequate distribution of basic infrastructure	Poor linkage between agriculture and industry	Post-harvest losses	Total Score	Average Score	Rank
Poor road network	1	0	0	0	2	0	0	3	0.21	6 <sup>th</sup>
Inadequate health facilities	1	0	0	0	1	0	0	2	0.14	7 <sup>th</sup>
Inadequate accommodation for health workers	1	0	0	0	1	0	0	2	0.14	7 <sup>th</sup>
Poor water and sanitation	1	2	0	2	2	0	2	9	0.64	3 <sup>rd</sup>
Inadequate educational infrastructure	1	0	0	0	0	0	0	1	0.07	10 <sup>th</sup>
Absence of community center/social center	1	1	0	0	2	0	0	2	0.14	6 <sup>th</sup>

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Poor condition of educational infrastructure	1	1	0	0	1	0	0	3	0.21	6 <sup>th</sup>
Inadequate accommodation for educational workers/teachers	1	0	0	0	2	0	0	3	0.21	6 <sup>th</sup>
Lack of market facilities	1	0	0	0	1	0	0	2	0.14	7 <sup>th</sup>
Lack of ICT laboratory	1	1	0	2	2	0	2	6	0.43	4 <sup>th</sup>
Rehabilitation of feeder roads	1	1	0	2	2	2	2	10	0.71	2 <sup>nd</sup>
Absence of market structures	1	1	1	2	2	2	2	11	0.79	1 <sup>st</sup>
Limited access to electricity	1	0	0	0	1	1	0	3	0.21	6 <sup>th</sup>
Inadequate health facilities	1	1	0	0	2	0	0	4	0.29	5 <sup>th</sup>
Total Score	14	8	1	8	21	5	8			

Source: NDPC, 2018-2021

From Table 2.3, the addition of the scores were divided by the number of community needs and aspirations with the highest average score being 0.79 and the lowest average score 0.14. A high average score indicates that there is strong harmony of community needs and aspirations and key development issue which has implication for 2018-2021. On the other hand, a weak and no relationship signal new or emerging concerns which needs to be considered.

## 2.4 Summary of Key Development Problem/Issues Linked to Agenda for Jobs (NMTDPF 2018-2021)

The following development issues were identified through the analysis of the current situation in respect of the Five (5) Development Dimensions of the National Medium-Term Development Policy Framework (2018-2021) that is, Agenda for Jobs. These Development Dimensions include; Economic Development, Social Development, Environment, Infrastructure and Human Settlement Development, Governance, Corruption and Accountability and Ghana and the international Community. The identified development issues from the review of GSGDA II (202014-2017) were linked with the adopted issues of NMTDPF (2018-2021) as indicated in table 2.4

Table 2.4 Identified Development Issues under GSGDA II and Agenda for Jobs

GSGDA II, 2014-2017		AGENDA FOR JOBS, 2018-2021	
Thematic Areas	Issues	Development Dimensions	Issues
Enhancing Competitiveness of Ghana's Private Sect	<ul style="list-style-type: none"> <li>❖ Lack of credit to set up and or expand stabilized businesses</li> <li>❖ Inadequate access to credit facilities at lower interest rates</li> <li>❖ Limited market for finished products</li> </ul>	Social Development	<ul style="list-style-type: none"> <li>➤ Provision of adequate educational infrastructure</li> <li>➤ Provision of health facilities</li> <li>➤ Improvement in water and sanitation</li> <li>➤ Provision of community centre</li> <li>➤ Construction and Rehabilitation of market centres inadequate housing units</li> </ul>
Ensuring and Sustaining Macro-Economic Stability	<ul style="list-style-type: none"> <li>❖ Leakages in revenue</li> </ul>	Environment, Infrastructure and Human Settlement Development	<ul style="list-style-type: none"> <li>➤ Maintenance and upgrading of existing road conditions</li> <li>➤ Installation of speed rumps</li> <li>➤ Construction of nurses quarters</li> <li>➤ Construction of</li> </ul>

			<p>teachers bungalow</p> <ul style="list-style-type: none"> <li>➤ Greening the environment</li> <li>➤ Provision of ICT laboratory</li> </ul>
Accelerated Agricultural Modernisation and Sustainable Natural Resource Management	<ul style="list-style-type: none"> <li>❖ High cost of farm inputs and low price for farm produce</li> <li>❖ Low production levels due to out-dated technologies and over dependence on rainfall</li> </ul>	Economic Development	<ul style="list-style-type: none"> <li>➤ Supply of raw materials</li> <li>➤ Access to credit facilities</li> <li>➤ Improve farm seedlings</li> <li>➤ Inadequate extension officers</li> <li>➤ Post-harvest losses</li> </ul>

Source: MPCU-JMA, 2018

## 2.5 Application of Potentials, Opportunities, Constraints and Challenges (POCC Analysis) to development Issues

This section deals with an analysis of the adopted prioritized issues based on the Municipal's Potentials, Opportunities, Constraints and Challenges (POCC). In solving the various development issues, the potentials and constraints as well as opportunities and challenges concerning the issues must be identified. Therefore, with respect to the MMTDP 2018-2021, the following definitions are given;

- **Potentials** refer to factors, advantages and resources within the Municipal which when utilized can enable the Municipal to enhance its sustained socio-economic development or to overcome its challenges
- **Opportunities** are external factors that can positively influence the development efforts in the Juaben Municipal Assembly.
- **Constraints** are the internal impeding factors that can hinder the Municipal's ability to enhance its socio-economic development.

- **Challenges** are the external factors that obstruct (negatively influence) the development efforts of the Municipal.

Table 2.5 details the application of POCC analysis on the adopted prioritized issues in Juaben Municipal. The output of the POCC analysis will refine the adopted prioritized issues of the Municipality

Table 2.5 Application of POCC Analysis on Adopted Issues for Juaben Municipal

<b>Adopted Issues to be Addressed</b>	<b>Potential (Strength)</b>	<b>Opportunity</b>	<b>Constraints (Weakness)</b>	<b>Challenges (Threats)</b>
Poor road network	<ul style="list-style-type: none"> <li>• Availability of constructional materials</li> <li>• Presence of Department of Urban/Feeder Roads</li> <li>• Availability of skilled and unskilled labour</li> </ul>	<ul style="list-style-type: none"> <li>• Political will and government policy</li> </ul>	<ul style="list-style-type: none"> <li>• poor secondary road networks and weak financial base of the Assembly</li> </ul>	<ul style="list-style-type: none"> <li>• lack of regular maintenance of feeder roads and high cost of construction</li> </ul>
Inadequate health facilities	<ul style="list-style-type: none"> <li>• Assembly's support to the provision of infrastructure Facilities from its IGF and DACF</li> </ul>	<ul style="list-style-type: none"> <li>• Support in health and education infrastructure provision e.g. E.U, DFID, World Bank Existence of Get fund to Provide Education infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance of Health and infrastructure</li> <li>• Poor attitude towards the usage of government properties</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement procedure becomes cumbersome which tends to delay Project implementation.</li> </ul>
Inadequate accommodation for health workers	<ul style="list-style-type: none"> <li>• Availability of lands</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of central government and Donor support</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance of Health and infrastructure</li> <li>• Poor attitude towards the usage of government properties</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate funds to project implementation</li> </ul>
Poor water and sanitation	<ul style="list-style-type: none"> <li>• availability of land</li> <li>• presence of labour force</li> </ul>	<ul style="list-style-type: none"> <li>• availability of assembly to support and maintain the project</li> </ul>	<ul style="list-style-type: none"> <li>• poor maintenance on the side of the people</li> </ul>	<ul style="list-style-type: none"> <li>• high cost of material for construction</li> </ul>
Inadequate educational	<ul style="list-style-type: none"> <li>• Availability of</li> </ul>	<ul style="list-style-type: none"> <li>• Government and</li> </ul>	<ul style="list-style-type: none"> <li>• Poor maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate funds</li> </ul>

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infrastructure	<ul style="list-style-type: none"> <li>• assembly support</li> <li>• Availability of lands</li> <li>• Presence of labour force</li> </ul>	<ul style="list-style-type: none"> <li>• Donor agencies</li> <li>• Availability of NGOs</li> <li>• Presence of government policies</li> </ul>	<ul style="list-style-type: none"> <li>• culture of existing infrastructure</li> </ul>	
Absence of community/social centre	<ul style="list-style-type: none"> <li>• Availability of land for construction</li> <li>• Presence and unflinching support of community members</li> </ul>	<ul style="list-style-type: none"> <li>• Support from Donor agencies and availability of DACF</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate funds on the part of the assembly</li> <li>• Poor maintenance culture on the part of the community</li> </ul>	<ul style="list-style-type: none"> <li>• Untimely release of funds to execute project</li> </ul>
Poor condition of educational infrastructure	<ul style="list-style-type: none"> <li>• Availability of assembly support</li> </ul>	<ul style="list-style-type: none"> <li>• Presence of Donor agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Poor maintenance culture</li> <li>• Less durable materials used for construction</li> </ul>	<ul style="list-style-type: none"> <li>• High cost of building materials</li> </ul>
Inadequate accommodation for educational workers/teachers	<ul style="list-style-type: none"> <li>• Availability of land in the municipal</li> <li>• Presence of skilled and unskilled labour force to be engaged</li> </ul>	<ul style="list-style-type: none"> <li>• Government and Donors</li> <li>• Availability of funds from DACF</li> </ul>	<ul style="list-style-type: none"> <li>• High number of educational workers</li> <li>• Poor maintenance culture of existing infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate funds</li> </ul>
Lack of market facilities	<ul style="list-style-type: none"> <li>• Presence of vast lands</li> </ul>	<ul style="list-style-type: none"> <li>• Inflow of commodities from adjoining communities</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate funds on the part of the Assembly</li> <li>• Poor maintenance culture on the part of Assembly</li> </ul>	<ul style="list-style-type: none"> <li>• Delay in the disbursement of funds from appropriate body</li> </ul>
Lack of ICT laboratory	<ul style="list-style-type: none"> <li>• Availability of ICT teachers</li> <li>• Expert in ICT persons available</li> </ul>	<ul style="list-style-type: none"> <li>• Support form Donor agencies and the central government</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate ICT infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Untimely release of funds</li> </ul>



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Rehabilitation of feeder roads	<ul style="list-style-type: none"> <li>• Presence of feeder roads in the municipal</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of road funds</li> </ul>	<ul style="list-style-type: none"> <li>• Shoddy construction work by the assembly</li> <li>• Inadequate capacity of the assembly</li> </ul>	<ul style="list-style-type: none"> <li>• Unfavourable weather conditions</li> <li>• Untimely release of road funds</li> </ul>
Absence of market structures	<ul style="list-style-type: none"> <li>• Availability of vast lands</li> <li>• Willingness to community to support project</li> </ul>	<ul style="list-style-type: none"> <li>• Inflow of commodities from other communities</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate funds to execute projects</li> </ul>	<ul style="list-style-type: none"> <li>• Delay in disbursement of funds</li> </ul>
Limited access to electricity	<ul style="list-style-type: none"> <li>• Municipal connected to national Grid</li> <li>• Existence of transformer and transmission lines</li> </ul>	<ul style="list-style-type: none"> <li>• Existence of ECG area office</li> <li>• GRIDCO expansion of transmission network</li> </ul>	<ul style="list-style-type: none"> <li>• Over reliance on hydro-power</li> </ul>	<ul style="list-style-type: none"> <li>• Absence of area officer</li> </ul>
Inadequate health facilities	<ul style="list-style-type: none"> <li>• Support from Assembly to provide facilities from its IGF and DACF</li> </ul>	<ul style="list-style-type: none"> <li>• Support from institutions into health and education such as CHAG</li> </ul>	<ul style="list-style-type: none"> <li>• Poor attitude towards government properties</li> <li>• Poor maintenance culture</li> </ul>	<ul style="list-style-type: none"> <li>• Bureaucratic process of procurement leading to delay in project implementation</li> </ul>

## 2.6 Sustainability Analysis of the Issues (Internal Consistency/Compatibility)

Internal consistency or compatibility matrix was used to determine how the various issues relate to each other or support each other to see to the realization of the objectives of the MMTDP (2018-2021). Out of the .....prioritized issues, only ..... were mutually supportive with each other. The results are showed in Table 2.6

Table 2.6 Sustainable Prioritized Issues as Categorized under Themes and Goals

Development Dimension	Focus Areas of MTDP 2018-2021	Adopted Sustainable Prioritized Issues
Economic Development	Industrial Transformation	<ul style="list-style-type: none"> <li>• Inadequate supply of raw materials to feed industry</li> </ul>
	Private Sector Development	<ul style="list-style-type: none"> <li>• Limited access to credit facilities</li> <li>• Low Revenue Performance</li> </ul>
	Tourism and Creative Arts Development	
	Agriculture and Rural Development	<ul style="list-style-type: none"> <li>• Inadequate extension officers</li> <li>• Post-harvest losses</li> </ul>
Social Development	Education and Training	<ul style="list-style-type: none"> <li>• Inadequate educational Infrastructure</li> </ul>
	Health and Health Services	<ul style="list-style-type: none"> <li>• Inadequate emergency services</li> <li>• High incidence of HIV/AIDS among the venerable</li> </ul>
	Population Management	
	Employment and Decent Work	
	Disability and Development	
	Poverty and Inequality	
	Water and Sanitation	<ul style="list-style-type: none"> <li>• High prevalence of open defecation</li> </ul>

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		<ul style="list-style-type: none"> <li>• Poor sanitation and waste management</li> </ul>
	Gender Equality	
	Sports and Recreation	<ul style="list-style-type: none"> <li>• Inadequate and poor infrastructure</li> <li>• Absence of community centres</li> </ul>
Environment, Infrastructure and Human Settlement Development	Mineral Extraction	<ul style="list-style-type: none"> <li>• Upsurge in galamsey activities</li> </ul>
	Water Resources Management	<ul style="list-style-type: none"> <li>• Widespread pollution of ground water by human activities</li> </ul>
	Deforestation, Desertification and Soil Erosion	
	Climate Variability and Change	
	Disaster Management	
	Environmental Pollution	
	Transport Infrastructure (Road & Rail)	<ul style="list-style-type: none"> <li>• Inadequate road infrastructure</li> </ul>
	Drainage and Flood Control	<ul style="list-style-type: none"> <li>• Poor drainage system</li> </ul>
	Human Settlements and Housing	<ul style="list-style-type: none"> <li>• Inadequate housing</li> </ul>
	Rural Development Management	
	Urban Development Management	
	Information Communication Technology (ICT)	<ul style="list-style-type: none"> <li>• Inadequate ICT infrastructure</li> </ul>
	Energy and Petroleum	
	Greening the Environment	

## **CHAPTER THREE**

### **DEVELOPMENT PROJECTIONS, ADOPTED GOALS, POLICY OBJECTIVES AND STRATEGIES**

#### **3.1 Introduction**

Chapter one and two of this document discussed and reviewed the implementation of the GSGDA II and how it imparted the fortunes of the Municipality in terms of the socio-economic problems. Key issues with implication for development were prioritized for the NMDTPF (2018-2021).

This chapter discusses the Municipal Development goals for the plan period 2018-2021. It further outlines goals for all the sectors and sub- sectors of the Municipality, detailing objectives, strategies and activities to accomplish same.

#### **3.2 Municipal Development Projections 2018-2021**

The futuristic nature of planning activity requires that needs assessment is done bearing in mind the projected needs of the people. This therefore requires forecasting population projections for the plan period which will have varied implications for the existing and future essential socio economic needs.

The projections are therefore structured in terms of demography, economic development, social development, physical environment, spatial organization, administration and institutional services and other relevant development dimensions that can be used in addressing the challenges of the Municipality.

Development projections estimate current and forecast future performance of a plan and the necessary interventions for decision making that are required. Development Projections include Population projections, education needs projection, health needs projection, agricultural needs projection, Housing stock projection and other areas of development. Development Projections will be based on the assumptions that, there will be political and social stability (in the country and the Municipal); no widespread disease or natural disaster; and a constant pace of development

### 3.2.1 Projected Population Size

Population Projections forecast future population size and other factors that are likely to affect socioeconomic development. The exponential method is used in estimating population sizes for the planned period which assumes a constant yearly growth rate (1.9%) in the mathematical formula and that fertility and mortality rate would remain unchanged.

$$P_t = P_o (e^{rt})$$

Where  $P_t$  = Future Population;  $P_o$  = Current (Base-year) Population;  $r$  = Population growth rate;  $t$  = Projection period in years and  $e$  is a base of the natural logarithm which is constant of 2.718282

According to the Population and Housing Census, 2010, the population of Juaben in 2017 is estimated at 95,678. At a growth rate of 1.9, it is further projected that, the Municipal will have 127,228 people in the area.

The table beneath shows the projected population for the plan period.

**Table 3.1 Population Projections**

2018 POPULATION				2019 POPULATION			2020 POPULATION			2021 POPULATION		
AGE	POPULATION	MALE	FEMALE	POPULATION	MALE	FEMALE	POPULATION	MALE	FEMALE	POPULATION	MALE	FEMALE
<b>All Ages</b>	<b>95,678</b>	<b>46,691</b>	<b>48,987</b>	<b>105,213</b>	<b>51,344</b>	<b>53,868</b>	<b>115,698</b>	<b>56,461</b>	<b>59,236</b>	<b>127,228</b>	<b>62,098</b>	<b>65,139</b>
<b>0-4</b>	13,394	6,697	6,563	14,728	7,364	7,217	16,195	8,097	7,936	17,808	8,903	8,726
<b>5-9</b>	12,629	6,441	6,163	13,887	7,082	6,777	15,271	7,787	7,452	16,793	8,563	8,195
<b>10-14</b>	12,055	6,099	5,943	13,256	6,706	6,535	14,577	7,374	7,186	16,029	8,108	7,902
<b>15-19</b>	10,046	4,973	5,063	11,047	5,468	5,567	12,147	6,013	6,122	13,357	6,612	6,732
<b>20-24</b>	8,419	3,873	4,462	9,258	4,259	4,906	10,181	4,683	5,395	11,195	5,149	5,932
<b>25-29</b>	7,272	3,126	4,072	7,996	3,437	4,477	8,793	3,779	4,923	9,669	4,156	5,414
<b>30-34</b>	6,314	2,841	3,473	6,943	3,124	3,819	7,634	3,435	4,199	8,394	3,777	4,617
<b>35-39</b>	5,453	2,508	2,944	5,996	2,757	3,237	6,593	3,031	3,559	7,250	3,333	3,914
<b>40-44</b>	4,382	2,103	2,235	4,818	2,313	2,457	5,298	2,543	2,702	5,826	2,796	2,971
<b>45-49</b>	3,540	1,628	1,912	3,892	1,790	2,102	4,279	1,968	2,311	4,705	2,164	2,541
<b>50-54</b>	3,253	1,464	1,789	3,577	1,609	1,967	3,933	1,769	2,163	4,324	1,945	2,378
<b>55-59</b>	2,104	968	1,136	2,313	1,064	1,249	2,543	1,170	1,373	2,796	1,286	1,509
<b>60-64</b>	1,817	854	963	1,998	939	1,059	2,197	1,032	1,165	2,415	1,134	1,281
<b>65+</b>	4,839	1,790	3,049	5,321	1,968	3,353	5,851	2,164	3,687	6,434	2,379	4,054

Source: MPCU, 2018.

From the above, it can be noticed that, the labor force of the Municipality will increase from 50,783 in 2018 to 67,516 by the end of 2021 which means the local economy will have to expand in terms of job creation to provide employment opportunities for the teaming youth. Simply, the dependency ratio suggests the proportion of the elderly and children to the active workforce will increase as well. Appropriate and adequate interventions will therefore have to be provided to cater for the specific needs of these people.

### **MAP SHOWING PROJECTED POPULATION OF JUABEN**

The projected population of the first twenty (20) towns in the Juaben Municipality within the plan period is shown in Table 3.2 below

**Table 3.2 Population Projection for First 20 towns**

NO.	COMMUNITIES	PROJECTION YEARS					Rank
		2017	2018	2019	2020	2021	
1	Juaben		10,630	11469	12375	13352	1 <sup>st</sup>
2	Bomfa		2587	2791	3011	3248	2 <sup>nd</sup>
3	Adumasa		3920	4229	4563	4923	2 <sup>nd</sup>
4	Atia		2369	2556	2757	2974	2 <sup>nd</sup>
5	Achiase		3645	3932	4242	4576	2 <sup>nd</sup>
6	Nkyerepoaso		966	1042	1124	1212	2 <sup>nd</sup>
7	New Koforidua		2988	3223	3477	3751	2 <sup>nd</sup>
8	Ofoase		818	883	953	1028	2 <sup>nd</sup>
9	Nobewam		4610	4974	5367	5790	1 <sup>st</sup>
10	Odo Yefe		720	776	837	903	3 <sup>rd</sup>
11	Boamadumasa		1647	1777	1917	2068	2 <sup>nd</sup>
12	Kubease		2104	2270	2449	2642	2 <sup>nd</sup>
13	Esaase		1468	1583	1707	1841	2 <sup>nd</sup>
14	Dumakwaee		1605	1731	1867	2014	2 <sup>nd</sup>
15	New Yaw Nkrumah		635	685	739	797	3 <sup>rd</sup>
16	Apemso		872	940	1014	1094	2 <sup>nd</sup>
17	Duampompo		1358	1465	1580	1704	2 <sup>nd</sup>
18	Aprako		165	178	192	207	3 <sup>rd</sup>
19	Kotei		255	275	296	319	3 <sup>rd</sup>
20	Pemenase		1716	1851	1997	2154	2 <sup>nd</sup>

**Ranking**

5000-15000: 1st

1000-4999: 2nd

**Source: JMA Planning Unit, 2018**



### **3.2.2 Economic Development**

Agriculture, Industry, Service and Commerce are the key contributing sectors to the development of the local economy.

#### **Power Supply**

Due to projected industrial and settlement expansion in the Juaben Municipality, the current capacity of power(electricity) production and distribution will have to be stepped up to meet these new demands.

#### **Industry**

Industry, it is projected that between 2018 and 2021, the Juaben Municipality will experience industrial transformation to quite a large extent. The creation of an enabling environment through achieving stable power supply, coupled with the availability of large tracts of land and the existence of free zone enclaves where tax incentives will be given is expected to attract a number of industries to the Municipality.

Based on the projected population, the Municipal's labor force is expected to increase by 14.1% in 2021 which will provide industries with the needed labor to operate. It is expected that an efficient transport system where roads are in good conditions will not only make raw materials accessible but also lead to easy access to markets.

## Agriculture

### 3.2.3 Social Development

#### 3.2.3.1 Health

Efficient healthcare service delivery plays an instrumental role in the development of every society. Currently, there are 3-CHPS, 3-clinics, 2 health centers and 2 hospitals in the Juaben Municipality. Given the projected population and approved planning standards, there are a backlog of health services necessary to ensure delivery of efficient healthcare needs.

The Population threshold for health facilities have been used to determine the health needs of the Municipality as shown in the Table below.

**Table 3.3 Health Needs**

FACILITY	POPULATION	HEALTH NEEDS BY 2017						COMMENTS
	THRESHOLD	NO. AVAILABLE (2018)	NUMBER REQUIRED	BACKLOG (2018-2021)				
				'18	'19	'20	'21	
HOSPITAL	1/175,000	2	1	-	-	-	-	
HEALTH CENTER	1/20,000	2	4					
CLINIC	1/8,000	6	11					
CHPS	1/5,000	4	19	2	5	6	6	

Source: Municipal Health Directorate of GHS, 2017

### Water and Sanitation

Government has resolved to ensure sustainable financing of operations and maintenance of water supply service in the country. Some of the specific activities are the provision of mechanised boreholes and small town water systems, improving the water production and distribution system

**Table 3.4 Water & Toilet Facilities Needs**

FACILITY	POPULATION TRESHOLD	NUMBER AVAILABLE	NUMBER REQUIRED	BACKLOG (2010-2013)			
				18	'19	'20	'21
Hand dug Wells	1:150						
Mechanised Boreholes	1:300						
Small town pipe systems	1:10,000	1	3		2		

Source: MWST, 2018.

### 3.2.3.2 Needs of the Education Sector

One of the most indispensable need the Municipality can invest in is the human resource base through quality education. There is the need to scale up the human resource capacity of the people to enable them acquire the requisite skills for the job market. It is in the policy of Government to ensure that all citizens have access to education hence the introduction of the Free Compulsory Universal Basic Education (FCUBE).

Additionally, government seeks to increase basic school participation rate to 100%. In view of this, the municipality deem it improper to assess its educational needs and make proactive provisions for the future through projections.

**Table 3.5 Projected School Enrolment by Level (2018-2022)**

LEVEL	2018		2019		2020		2021		2022	
	M	F	M	F	M	F	M	F	M	F
KG	2048	1891	2068	1912	2090	1934	2113	1958	2137	1983
PRIMARY	4241	3980	4266	4008	4291	4038	4316	4073	4341	4082
JHS	2137	1936	2166	1965	2195	1994	2224	2023	2253	2052
SHS	1975	1915	2005	1945	2027	1967	2049	1989	2071	2011

**Table 3.6 School Infrastructure**

SCHOOLS	NO. CLASS ROOMS	PUPIL CLASSRM RATIO		% OF CLASS ROOMS NEEDING MAJOR REPAIRS	CLASS ROOMS NEEDED	NUMBER OF SCHOOLS WITH ELECTRICITY	NUMBER OF SCHOOLS WITH SANITATION	NUMBER OF SCHOOLS WITH WATER
		2017	2018					

KG								
PRIM								
JHS								
SHS								

**Table 3.7 Projection of indices  
GER**

LEVEL	2018	2019	2020	2021
KG	126%	102%	101%	101%
PRIMARY	105%	102%	101%	101%
JHS	107%	95.10%	98%	100
SHS	102%	100%	100%	100%

**NER**

LEVEL	2018	2019	2020	2021
KG	95	98%	100%	100%
PRIMARY	95	98%	100%	100%
JHS	95%	98%	100%	100%
SHS	95%	98%	98%	100%

**GPI**

LEVEL	2018	2019	2020	2021
KG	0.97	1	1	1
PRIMARY	0.99	1	1	1
JHS	0.95	0.98	1	1
SHS	0.9	0.95	0.98	1

**PTI**

LEVEL	2018	2019	2020	2021
KG	30:1	29:1	29:1	29:1
PRIMARY	28:1	28:1	27:1	27:1
JHS	15:1	15:1	15:1	15:1
SHS	29:1	30:1	30:1	25.1

**3.2.3 Environment, Infrastructure and Human Settlement Development**

The Municipality currently faces challenges with respect to infrastructure stock as population grows and increases at a rate of 1.9% hence various socioeconomic institutions are not able to reach full aptitude. It is edifying to provide infrastructure to meet the agreed population and their

intended purposes. Based on Planning Standards and Population Thresholds, the needed infrastructure were identified in this Plan.

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

Table 3.8 Adopted goals

	<b>ADOPTED ISSUES</b>	<b>GOAL</b>	<b>OBJECTIVE</b>	<b>STRATEGIES</b>

**Table 3.9**

**ADOPTION OF MUNICIPAL DEVELOPMENT GOALS**

<b>DEVELOPMENT DIMENSIONS</b>	<b>DEVELOPMENT ISSUES</b>	<b>ADOPTED SUITABLE GOALS</b>	
Economic Development	<ul style="list-style-type: none"> <li>• Low Revenue generation</li> <li>• Unreliable data on ratable items</li> <li>• Low agriculture productivity</li> <li>• Poor linkage between agriculture and industry</li> <li>• Post-harvest losses</li> </ul>		
Environment, Infrastructure and Human settlement	<ul style="list-style-type: none"> <li>• Poor conditions of roads</li> </ul>		
	Skewed and inadequate distribution of basic infrastructure		

## **Application of SEA Tools**

The adopted policies and strategies of the MTDP were subjected to the Strategic Environmental Assessment (SEA) Tools analysis. These tools are Compound Matrix and Sustainable Test. The details of the analysis are presented below

### ***Compound Matrix***

The adopted policy objectives' performances in the four development dimensions/thematic areas as contained in the compound matrix analysis are summarized below;

## **Economic Development**

### ***Effect on Livelihood***

The analysis reveals that economic development policies will not impact negatively on the livelihood of the people. However, promotion of tourism, agriculture and SMEs will have negative impact on access to land, timber resources, wildlife and non-timber forest products as well as land degradation and conflicts and crisis.

### ***Effect on Health***

Under economic development, policies are likely to be positive and mostly neutral except on water quality, sanitation and air quality where the impact was negative under the health dimension.

### ***Vulnerability***

The impact of this is likely to be positive/neutral. However, potential conflict/crisis exists where potential tourist and agricultural sites are forcibly taken away from original land owners of these sites. Besides, such activities could induce degradation and floods.

### ***Institution.***

This does have both positive and neutral effect on institutional issues. Albeit, there could be human right abuses.

## **Social Development**

### ***Effect on Livelihood***

Generally, the effect of social development on the livelihood of the people is both positive and neutral. However, it could impact negatively on lands and timber products.

***Effect on Health***

Effect of social development on the health status of the people is likely to be positive. However, due to lack of waste collection and management facilities causes unsanitary condition.

***Effect on Vulnerability***

Generally, social development does not impact negatively on vulnerability.

***Institutional issues***

Generally, social development impacted positively on institutional issues.

**Environment, Infrastructure and Human Settlements**

***Effect on Livelihood***

The analysis reveals that Environment, Infrastructure and Human Settlements policies will not impact negatively on the livelihood of the people. However, promotion of natural resource conservation will have negative impact on access to land, timber resources, wildlife and non-timber forest products.

***Effect on Health***

Under Environment, Infrastructure and Human Settlements, almost all the policies impacted positively under the health dimension. However, due to lack of waste collection and management facilities causes unsanitary condition.

***Vulnerability***

The impact of this is likely to be positive. However, potential conflict/crisis exists where potential settlers would have to be relocated for road and other infrastructure development.

***Institutional Issues***

The effect of Environment, Infrastructure and Human Settlements on institutional issues is likely to be positive.

**Governance, Corruption and Public Accountability**

***Effect on Livelihood***

The general effect of Governance, Corruption and Public Accountability on the livelihood is likely to be neutral and positive.



***Effect on Health***

The general effect of good governance on the livelihood is likely to be positive and neutral.

***Effect on Vulnerability***

Governance, Corruption and Public Accountability does not impact negatively on vulnerability.

***Institutional issues***

Generally, Governance, Corruption and Public Accountability will promote institutional issues like human right, adherence to democratic principles etc.

***3.5.2 Sustainability Test***

Performances of adopted strategies under sustainability test were also done in relation to their effect on Natural Resources, Social and Cultural Conditions, the Economy as well as the

Institutional Issues. A score of 1 to 5 in table 3.14 is used based on the performance of the activity in relation to the criteria

The performance of the individual projects has been discussed broadly under five headings depending on their characteristics.

Table: 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 has neutral effects on the aim	Supports the aim	Strongly supports the aim
Colour:	Black	Deep Red	Light Red	Yellow	Light Green	Deep Green

Scale:                      0                      1                      2                      3                      4                      5

## CHAPTER FOUR

### DEVELOPMENT PROGRAMMES AND SUB-PROGRAMMES OF THE MA

#### 4.1 Introduction

This chapter provides a detailed programme of action (POA) which entails development dimensions, adopted goals, adopted objectives, strategies, programmes and sub- programmes. It further encompasses projects and activities required to address the adopted issues and outcome and/or impact indicators, time frame, indicative budget and implementing agencies-both leading and collaborating.

#### 4.2 Composite Development Programmes of Action (POA) 2018 - 2021

The POA is formulated to bridge the earlier identified development gaps. In developing the PoA, intra and inter sectoral approaches were adopted to ensure holistic and integrative development. The composite Municipal Development Programme comprises details activities that will contribute to the achievement of the set targets and the effective implementation of Municipal priorities.

The DPCU settled on *ensuring improved local economic development, enhanced social development, improved environment, infrastructure and human settlement development and good governance, anti- corruption and enhanced public accountability.*

The table below provides a summary of development dimensions, adopted goals, objectives and strategies, programmes and sub- programmes necessary to bridge the developmental gap in the medium-term (2018-2021).

Table 4.1 Programmes of Action (PoA) 2018-2021

Development Dimension: ECONOMIC DEVELOPMENT																
Goal: Ensure an Improved Local Economic Development																
Adopted Objectives	Adopted Strategies	Programmes	Sub-Programmes	Projects/ Activities	Outcome/ Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies			
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	C'borating		
Ensure energy availability and reliability	Upgrade existing capacity to meet projected areas& stabilizing power supply	Economic Development	Trade, Tourism and Industrial Development	Support for Extension of electricity	Electricity coverage extended								JMA	ECG		
Ensure improved skills development for industry	Establish apprenticeship and skill development centres to train skilled labour force for specific industrial sectors	Economic Development	Trade, Tourism and Industrial Development	Organize training for the unemployed youth, PWDs and women groups to acquire employable skills	Unemployed youth, PWDs and Women Groups equipped with employable skills								REP/B AC	JMA		
Promote Private sector development		Economic Development	Trade, Tourism and Industrial Development	To liaise with private sectors in creating more business start ups									REP/B AC	JMA		
				Support entrepreneurship and SME development										REP/B AC	JMA	
				Develop modern markets and retail infrastructure in the municipality to enhance domestic trade											REP/B AC	JMA
				To liaise with private sectors in creating more business start ups											REP/B AC	JMA
Promote local industrial transformation	Create enabling environment for industrial development	Economic Development	Trade, Tourism and Industrial Development	Create an industrial enclave	Increase in number of industry in the Municipality								MoTI	JMA		
Formalize the economy				Improve financial literacy among youth and women both formal and informal sector	Women and the youth equipped with financial literacy								REP/B AC	JMA		

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				Capture all properties digitally within the assembly to boost development	Properties captured digitally								
Promote Agriculture and Rural Development	Improve postharvest management & facilitate a linkage between agriculture and industry	Economic Development	Agriculture Development	Provide support for small- and medium-scale agro-processing Enterprises by Supporting the implementation of One District – One Factory Initiative	Establishment of enterprises							JMA	MoTI
	Strengthen extension service delivery			Agriculture Extension Agents make visit to farmers at least 3 times a week	Extension service delivery strengthened						MOFA	JMA	
	Dissemination of improved technology			Establish at least 3 major field demonstration per AEA on cereals, legumes and vegetables to demonstrate Good Agricultural Practices	Farmers adopt to improved technologies						MOFA	JMA	
	Dissemination of improved technology			Conduct at least 2 Field Days per AEA in both seasons	Adopt to improved technologies						MOFA	JMA	
	Monitoring and Evaluation of programme	Economic Development	Agriculture Development	Four (4) Municipal Development Officers to visit AEAs under their supervision to guide and monitor	Agric programmes monitored							MOFA	JMA
	Sustaining yield and income			Oil palm leaf miners	Leaf miners held below threshold							MOFA	JMA
	Job Creation			Conduct agric programmes regularly to educate farmers on PJF and GAPs	More people into farming							MOFA	JMA
Promote Agriculture and Rural Development	Protect plants and animals	Economic Development	Agriculture Development	Carry out monitoring and surveillance of pests and diseases of major crops	Unexpected insurgence							MOFA	JMA
				Organize 1 plant clinic each in 10 operational areas in the municipality to educate farmers on disease indentification	Disease effectively controlled							MOFA	JMA

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				Expansion of mass cocoa spraying exercise	Pests and diseases prevented								MOFA	JMA
Enhance the application of Science Technology and Innovation	Dissemination of improved technology	Economic Development	Agriculture Development	Train and demonstration to 100 women on processing of local food fortification with soya	Food quality improved								MOFA	JMA
				Train 5 gari processing groups on gari fortification with soya beans and food based nutrition	Food quality improved							MOFA	JMA	
	Utilization of local resources in safe environment	Economic Development	Agriculture Development	Train 30 agric staff in intergarted nutrient management practices including the use of poultry manure, neem extract etc in vegetables production	Quality product obtained								MOFA	JMA
	Sustainable use of land	Economic Development	Agriculture Development	Sensitize farmers on conservation agriculture(No tillage)	No till faming adopted								MOFA	JMA
	Research into field challenges	Economic Development	Agriculture Development	Organise one Municipal Planning Session and quarterly technical review meetings with staff and other stakeholders	Field Challenges reduced								MOFA	JMA
Demand driven approach to agric	Enhance productivity along the value	Economic Development	Agriculture Development	Facilitate the linkage among 40 producers, traders, processors and exporters	Actors operation eased								MOFA	JMA
Ensure improved public investment	Farming as a business venture	Economic Development	Agriculture Development	Organize a day workshop on farm management and record keeping with 50 farmers	Farms performance assessed								MOFA	JMA
				Organize trade fairs/institutionalization of weekly markets	Weekly markets institutionalised							MOFA	JMA	
Promote livestock and poultry development	Protect plants and animals	Economic Development	Agriculture Development	Carry out disease surveillance on domestic animals at 10 operational areas in the municipality	Unexpected insurgence of disease								MOFA	JMA

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for food security				Conduct routine vaccination against CBPP for 500 cattle and PPR for 3000 sheep and 3000 goats	Reduced Mortality								MOFA	JMA	
				Vaccinate 2000 dogs against rabies in the municipality	Dog bit risk reduced								MOFA	JMA	
	Increase productivity	Economic Development	Agriculture Development	Train 20 poultry farmers on brooding and feed formulation to enhance productivity	After harvest losses									MOFA	JMA
				Train 30 pig farmers on production management	Farmers gained knowledge									MOFA	JMA
	Dissemination of improved technology	Economic Development	Agriculture Development	Organize field tours for 80 producers and 5 agric staff to enhance adoption of improved technologies	Adoption of improved technologies									MOFA	JMA
Improved post-harvest management	Reduction of waste along the value chain	Economic Development	Agriculture Development	Train staff and selected farmers on post-harvest handling of cereal and vegetables	Empowered farmers								MOFA	JMA	
Promote agriculture as a viable venture among the youth	Empowering farmer groups	Economic Development	Agriculture Development	Train 20 FBOs in relevant technical area or skill to sustain the group	Empowered famers groups								MOFA	JMA	
	Provision of working logistic	Economic Development	Agriculture Development	Purchase of utilities (Water, Electricity, Internet)	Office kept running								MOFA	JMA	
				Maintenance and running of official vehicle/ motorbikes	Office kept running								MOFA	JMA	
				Maintenance of office equipment and purchase of stationery for office use	Office kept running								MOFA	JMA	
	Data for planning development and evaluation	Economic Development	Agriculture Development	Selected farmers in 4 operational areas and yield studies of 10 major crops(SRID)	Yield estimation obtained									MOFA	JMA
			Train and facilitate staff on Result Oriented Reporting ( ROR), data collection and analysis.	Good reports obtained									MOFA	JMA	

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	Increasing manpower of the Agric department	Economic Development	Agriculture Development	Staff(AEAs) once every two months on some new and existing technologies	Staff gained knowledge								MOFA	JMA
Planting for Food, Jobs, Export & Rural Development	Creating jobs and expanding exportation			Capacity building for PERD/DCACT beneficiaries	Job created								MOFA	JMA
Ensure improved public investment	Creating jobs and expanding exportation			Establish 60000 cocoa seedling to promote production	Job created								MOFA	JMA
	Creating jobs and expanding exportation			Establish 60000 oil plam seedling to promote production	Job created									JMA
	Recognition of farmers			National Farmers Day									MOFA	JMA
Expand the tourism industry for economic development	Promote local tourism and develop available and potential tourist sites to meet international standards	Economic Development	Trade, Tourism and Industrial Development	Development of the Bobiri Butterfly Santuary into a tourist hub									JMA	GTA
				Generate revenue and create employment through the Esaase Waterfalls								JMA	GTA	
				Increase awareness and publicity of the tourist sites							JMA	GTA		
Fisheries and Aquaculture Development	Promote and develop aquaculture into a viable venture	Economic Development	Agricultural Development	Provide incentives for accelerated Private Sector Investment in Aquaculture	Increased patronage in aquaculture								MOFA	JMA
				Provide support to fish farmers										

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<b>Development Dimension: SOCIAL DEVELOPMENT</b>																
<b>Goal: Create a fair and inclusive society with opportunities for all</b>																
Adopted objectives	Adopted strategies	Programmes	Sub-Programmes	Projects/Activities	Outcome/ Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies			
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	Collaborating		
Enhanced Education and Training Services	Improving equitable access to and participation in inclusive education at all levels	Improved Social Service Delivery	Improving Education, Youth & Sports	Organise sensitization in 30 communities on the need to send all children to school and at the right age	Number of communities sensitized					4,000.00			GES	GHS		
				Organise first day at school ceremony for 37 schools	Number of schools									GES		
				Organize workshop on data management and appropriate age capturing tools for headteachers	74 head teachers trained					2,600.00					GES	
				Provide 100 sets of furniture for KG pupils, 250 pupils dual desks for primary & JHS	Sets of furniture provided										JMA	GES/CBOs
				Rehabilitate classroom blocks	Number of rehabilitated blocks										JMA	CBOs
				Construct 1 No. 3 child friendly blocks with ancilliary facilities for Esaase RC KG & Atia MA JHS	1 No. 3 block in each of both communities										JMA	CBOs
				Organise Inter circuit and Inter district sports and cultural festival in Basic and Snr.	Number of circuits participating					20,000						GES



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				High Schs									
				Organise capacity building workshops for 38 vocational and technical education teachers	Number of participants				12,000			GES	
				Complete 1 No. 4 Unit classroom block at Juaben Islamic Basic school	1 No. 4 Unit classroom block completed				5,000			JMA	CBOs
				Run CBE programmes for 25 out-of-school and overage children	Number of beneficiaries covered							GES	CBOs
				Organise capacity building workshop for 40 guidance and counselling coordinators	Number of beneficiaries				20,000			GES	
				Organize counselling clinics on STI for 8000 pupils	Number of participants				20,000			GES	
				Provision of 600 mono desks for SHS students	Number of desks provided							JMA	
	Raising the quality of education ( both teaching & learning)	Improved Social Service Delivery	Improving Education, Youth & Sports	Organise capacity-building workshop for 75 SHEP coordinators on sanitation and environmental safety system in schools	Number of SHEP coordinators & teachers trained				2,700			GES	Ghana Fire Service, GHS
				Provide 200 buckets and soap for hand washing in 96 basic schools	Number of buckets & schools provided with buckets							JMA	Donors/NGOs

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			Organise hand washing education campaign for 75 KG/ Primary SHEP coordinators	Number of teachers and pupils educated					3,000			GES	GHS
			Organise Awards for Best Teachers and Workers	Number of teachers and workers								GES	CBOs
			Organise inter school & inter circuit quiz competitions for 12,000 pupils	Number of participants (pipils)					4,000			GES	
			Organise cluster based Reading Festivals for 12,000 pupils with 10 awards	Number of participants					5,000			GES	USAID
			Provide 30 desktop computers for 10 schools	Number of computers provided								JMA	Donors/NGOs
			Organise 2 cluster based Science, Technology, mathematic and Innovative Education (STIME) clinics for 60 pupils	Number of beneficiaries								GES	
			Train 100 SHS/JHS graduates in liquid soap production, pastries& satellite installation									JMA	IRAISERS
			Construct 1 No.6 teachers' quarters	Number of beneficiaries								JMA	CBOs
Ensure sustainable and efficient management, financing and accountability for education service delivery	Improved Social Service Delivery	Improving Education, Youth & Sports	Conduct cluster-based School Performance Appraisal (SPAM) in 75 basic schools (Primary &JHS) for 600 participants	Number of participants (SMC members/ parents)								GES	CBOs

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				Conduct regular monitoring inspection in 109 public and private schools	Number of schools visited								GES	
				Organise a 2- day audit and financial management workshop for 77 Head teachers.	Number of beneficiaries								GES	
				Promotion work inspection for 30 teachers and officers	Number of teachers inspected								GES	
				Conduct interviews for 15 headship officers and Circuit Supervisors	Number of Officers interviewed, reports								GES	
				Completion of 1 No.6 office block	Number of rooms constructed								JMA	
				Organise ADEOP stakeholder forum for 45 participants	Number of participants								GES	
				Train 75 Heads on EMIS national data management and analysis	Number of Heads/ Teachers trained									
				Conduct comprehensive inspection of 276 public & private schools	Number of schools visited								GES	
Promote the economic empowerment of women	Encourage women to form groups for easy access and sharing of information	Improved Social service Delivery	Social welfare and community development	Organise skill training for women in income generating and management skills	Exposure to available Economic Opportunities and good Management Skills improved								SWCD	JMA
Ensure affordable, equitable, and easily accessible quality universal health coverage	Strengthened NHIS	Improved Social Service Delivery	Enhanced Health delivery	Carry out public education for the citizenry to register with the NHIS	Percentage increase in NHIS registrants								NHIS	GHS
	Equity in access to quality healthcare	Improved Social Service												

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		Delivery												
	Expanding and Equipping health facilities													
	Revamping and strengthening emergency services	Social Service Delivery	Public Health Service Management											
	Improving maternal and child care services, nutrition services, mental health and communicable diseases		Public Health Service Management											
Ensuring Food and Nutrition Security	Post-Harvest loss prevention													
	Promoting production and use of locally grown food													
	Strengthening early warning and emergency preparedness systems													
	Developing and implementing nutrition strategy													
	Reviewing and scaling up Regenerative Health and Nutrition Programme.													
	Eliminating child and adult obesity													
	Promoting research and													

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	development in food and nutrition security (FNS)													
Enhanced Population Management	Promoting family planning													
	Integrating population targets in development planning processes													
Reduce Poverty and inequality	Develop and promote schemes that support skills training, internship and modern apprenticeship for the youth	Management and Administration	General Administration	Support the Youth Employment Programme	Large section of Youth employed								YEA	Central Admin.
				Strengthen Youth Enterprise Support Programme	Large portion of the youth engaged.							BAC/R EP	Central Administration	
Strengthen Child protection and welfare services and interventions for the vulnerable	Strengthened LEAP	Improved Social Service Delivery	Social Welfare and Community Development	Sensitization and Monitoring	Enhanced Economic status								SWCD	JMA
	Empowering and Supporting PWDs			Sensitization and Monitoring	Economic Status Enhanced								SWCD	JMA
	Promoting Child Welfare Services			Quarterly visits to day cares	Activities monitored								SWCD	JMA
	Restoration of Free Maternal Care	Improved Social Service Delivery	Health Service delivery											
	Facilitating operations of Metro Mass Transit Transport Services													

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<b>Development Dimension: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT DEVELOPMENT</b>														
<b>1. Safeguard the natural environment and ensue a resilient built environment</b>														
Adopted objective	Adopted strategies	Programmes	Sub-Programmes	Projects/ Activities	Outcome/ Impact Indicators	Time Frame				Indicative Budget			Implementing Agencies	
						2018	2019	2020	2021	GoG	IGF	Donor	Lead	C'borating
To promote spatially integrated, balanced and orderly human settlement development	Fully implement Land Use and Spatial Planning	Infrastructure Development and management	Physical planning	Prepare and periodically update a spatial distribution map	Plan prepared and being used by MPCU to inform infrastructure provision in the municipality					15,000			PPD	JMA
				Prepare and periodically update a business map of land use distribution within the Municipality	Plan prepared and used for revenue collection					15,000			PPD	JMA
				Prepare a structural plan for Bomfa Adumasa area council.	Structural Plan prepared, approved and implemented						15,000	40,000	PPD	JMA/Trad. Authority
				Prepare a planning scheme for Duampompo Kubease, Atia & Bomfa Adumasa	Scheme prepared, approved and implemented						20,000	70,000	PPD	JMA/Trad. Authority
				Implementation of street naming and property addressing project	Installation of street signage poles							50,000	PPD	JMA/SAT

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				Intensify routine inspection and enforcement of building regulations	Unauthorized developments mitigated, controlled and monitored physical development							PPD	JMA/WORKS DEPT.
				Prepare a spatial development framework for the Municipality	Plan prepared and approved and implemented					15,000	40,000	PPD	JMA/TRADITIONAL AUTHORITY
				Prepare and periodically update a municipal facility map	Map prepared, approved and implemented					10,000	30,000	PPD	JMA/TRADITIONAL AUTHORITY
				Organise Quarterly Radio programs to educate people on land use planning	Recordings of the radio program					5,000			
				Organise quarterly Planning and Technical sub-committee meetings	Minutes, Approved Plans							PPD	JMA
Improve efficiency of road transport infrastructure services	Provide basic infrastructure such as potable water, sanitation, electricity, road networks, schools, health facilities, low-cost housing	Infrastructure Management	Routine Road Maintenance	Embarked on Road Inventory Exercise	Physical Identification of Roads in the Municipality and ability to survey their surface Conditions					1,492.25		Roads Depart	JMA
				Reshaping local road (9KM)	Motorable Accessible Roads/Improved surface Condition				7,200/km	39,550	Roads Depart.	JMA	
				Potholes patching, Grass cutting, Desilting of drains, raking and minor concrete repairs of Juaben 2.6km, Duampom po 0.2km and	Improved Road surface Condition				50,230/km	-	Roads Depart.	JMA	

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				Nobewam 0.3km										
				Sectional Gravelling of local roads 10km	Improved Road surface condition				48,000/km			Roads Depart.	JMA	
				Potholes patching, Grass cutting, Minor concrete repairs, Desilting of Drains and minor concrete repairs of juaben Town roads 1.2km	Improved Road surface condition				50,230/km			Roads Depart.	JMA	
				Juaben Town Roads Marking (11.2km)	Traffic control				6,000/km			Roads Depart.	JMA	
				Gravelling of roads linking production and Tourist areas in the Juaben Municipality 20km	Improved Access Roads surface condition and economic activities				20,621.25/km			Roads Depart.	JMA	
			Public address system	Street naming in the Juaben Municipality	Easy identification of roads by their names					80,000		Roads Depart.	PPD,JMA	
Enhance quality of life in rural areas	Provide basic infrastructure such as potable water, sanitation, electricity, road networks, schools, health facilities, low-cost housing	Environmental Management and Sanitation	Environmental Health Management	Provide refuse bins for 2,500 households	2500 dust bins provided							Central Administration	Private Service Providers	
				Provide 50 communal skip containers	50 communal refuse containers provided							Central Administration	Private Service Providers	



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			Educate Land lords and tenants on proper waste management practices	Proper waste management practices								MEHU	Donor Agencies
			Hold meetings with traditional authorities on the need to release land for transfer stations	25 refuse dumping sites developed								MEHU	Traditional Authorities
			Evacuate/ Level 10 community refuse dumps	Refuse dumps cleared or levelled								Central Admin. /Zoomlion	MEHU
			Fumigation of the transfer stations and the final disposal site	Refuse site fumigated								Zoomlion	MEHU
			Organise 25 community durbars on waste management	25 durbars organized								MEHU	Assembly members, Unit Committee, Trad. Rulers
			Organise quarterly review meetings with stakeholders	Number of review meetings organised								MEHU	Stakeholders
			Educate pupils on proper waste management practices	Number of schools visited								MEHU	Municipal Edu. Directorate
			Review and gazette of sanitation bye-laws	Bye – laws enforced								MEHU	Stakeholders
			Educate the public on sanitation bye-laws	Level of awareness on bye- laws raised								MEHU	Assembly members, unit committee
			Acquire cesspool emptier	A cesspool emptier acquired for the zonal councils								Central Admin.	Zoomlion
			Educate the public on household toilet construction	Household latrines								JMA	Donor

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				Form and train 3 zonal hygiene education teams	3 environmental health committees established							MEHU	Traditional Authority, Assembly Members		
				Promote construction of 500 household latrines	500 household latrines constructed							Works Dept. , MEHU	Assembly Members, Unit Committees		
Improve WATSAN in the Municipality	Extend WATSAN services			Training and Monitoring of WATSAN committees on proper borehole management								SWCD	JMA		
	Reduce Incidence of Sanitation Related Diseases	Environmental Management and Sanitation	Environmental Health Management	Sensitize the public on the benefits of a clean environment and the dangers of an unkempt environment	Improvement in environmental management							MEHU	Various zonal councils		
				Educate Public on good hand washing with soap	Communities educated								MEHU	GHS	
				Register and screen of food vendors	Food vendors registered and screened.									MEHU	Private Service Providers. Zonal and Unit Committee members
				Carry out premises inspection	Number of premises inspected										
				Monitor the activities of sachet water producers	Sachet water producers effectively monitored									MEHU	
				Organize environmental Sanitation education in 10 mosques and 10 churches	10 mosques and churches visited									MEHU	Community Dev't, MED,MHD

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Promote capacity-building of Environmental health staff	Equip Environmental Health Officers with skills and logistics	Environmental Management and Sanitation	Environmental Health Management	Organise In-service training for Environmental Health Staff	Number of Env. Health Officers trained								Central Admin.	NGO
				Acquire 4 motor bikes for zonal council Environmental Health Officers.	Officers provided with logistics and materials								Central Admin	MEHU
				Update data on sanitation facilities	Data Updated								MEHU	Stakeholders
Promote proactive Planning toward disaster prevention and mitigation	Educate the public on disaster risk reduction		Disaster prevention and management	Establish DVGs, Clubs, Maintenance and Training	DVGs, Clubs established								NADMO	
				Workshop on prevention and mitigation of disasters	Staff equipped with								NADMO, Resource persons from stakeholder institutions	JMA
				Purchase of strategic stocks	Relief Items purchased								NADMO	JMA
				Public Education and sensitization programs	Programs organised								NADMO	JMA
				Official Disaster Management Committee Meetings	Approval and implementation of plans								NADMO	JMA
				Desilting of major drains	Clear drains								NADMO	JMA, Zoomlion and EHU
				Preparation of Hazard Mappings and Disaster plan	Plan prepared and put to use								NADMO	
				Monitoring and inspection of Hazards									NADMO	
	Promote quick emergency response			Search, rescue, Evacuation and registration of victims								NADMO		

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				Assessment of outbreaks, extent and cost of damage								NADMO	
	Improving resettlement and reconstruction			Counselling of victims								NADMO	
				Tree planting exercise								NADMO	
Ensure sustainable extraction of mineral Resources	Ensure land restoration after mining operations	Environmental Management		Educational programme	Educational programme organised							FSD	Central Administration

<b>Development Dimension : Good Governance, Anti- Corruption And Enhanced Public Accountability</b>													
<b>2. Maintain a stable united and safe society.</b>													
<b>Adopted objectives</b>	<b>Adopted strategies</b>	<b>Programmes</b>	<b>Sub-Programmes</b>	<b>Projects/ Activities</b>	<b>Outcome/ Impact Indicators</b>	<b>Time Frame</b>	<b>Indicative Budget</b>	<b>Implementing Agencies</b>					

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						2018	2019	2020	2021	GoG	IGF	Donor	Lead	C'borating	
Enhance security service delivery	Transform security services into a well-equipped modern institution.	Management and Administration	Human Resource Management	Provide logistics/financial support for the security services	Improved service delivery								Central administration	Finance	
Promote access and efficiency in delivery of justice	Strengthen independence of judiciary and provide adequate resources and funding			Support establishment of District court.	Enhanced delivery of Justice									Central Administration	Department of Works
Improve decentralized planning	Strengthen local level capacity for participatory planning and budgeting			Support capacity building for MPCU	Improved Service delivery									Central Administration	Finance
Deepen political and administrative Decentralization	Strengthen sub-district structures		General Administration	Procure Office Equipment and Furniture	Functional administrative environment									Central Administration	Finance
				Provide accommodation for members of staff	Improved service delivery										Central Administration
Enhance capacity for policy formulation and coordination	Strengthen the implementation of development plans		Planning Budgeting and Coordination	Undertake M&E reviews	Improved projects									Central Administration	Finance
				Support the activities of the MPCU	Enhanced coordination										MPCU
			Undertake the preparation and implementation of composite budget	Coordinated budget implemented									MPCU/ BUDGET	Central Administration	
			Develop a comprehensive database for Planning and Budgeting	Plan and budget coordination									MPCU	Central Administration	

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Strengthen fiscal decentralisation	Enhance revenue mobilisation capacity and capability of the Assembly	Management and Administration	Finance and Revenue Mobilization	Capacity building of revenue department to improve its operational efficiency	Improved operational efficiency								Finance	Central Administration	
				Value properties in the Municipality	Improved revenue generation.									Finance	Central Administration
				Organize capacity building training for revenue collectors and management staff	Improved revenue generation									Finance	Central Administration
				Organize Capacity building programmes for the Zonal Councils and Assembly members	Improved Service delivery									Central Administration	Finance
				Recruit more revenue collectors & provide logistics for revenue collectors	Improved revenue generation									Finance	Central Administration
				Monitor revenue collection activities	Improved revenue generation									Finance	Central Administration
Improve popular participation	Promote stakeholder involvement development process, democracy accountability		General Administration	Support CSO Activities	Enhanced collaboration of development Actors								Central Administration	MPCU	

#### 4.1 Review and Formulation of Development Programmes and Sub- Programmes

*4.2 Development Programmes and Sub Programmes of the MA for 2018-2021 reflecting international obligations and sustainability measures.*

*4.3 Development Programmes and Sub- Programmes of Action (PoA) of the MA for 2018-2021 linked to the programme based budgeting and reflecting the international obligations and sustainability measures*

#### 4.4 Indicative Financial Strategy

The indicative financial strategy identifies the means by which financial resources will be mobilised both internally and externally and used in the implementation of the MTDP. It further deals with the overall cost of financing the MTDP for the plan period.

The table below outlines financial sources expected to fund the MTDP for the plan period

Table 4.2 Indicative Financial Strategy (2018-2024)

	Total	Expected Revenue	Summary of	Alternative

*MEDIUM TERM DEVELOPMENT PLAN 2018-2021 (JUABEN MUNICIPAL ASSEMBLY) DRAFT*

Programme	Cost 2018- 2021	GoG	IGF	Donor	Others	Total Revenue	Gap	Resource Mobilisation strategy	course of action



## **CHAPTER FIVE**

### **ANNUAL ACTION PLAN OF THE MA**

#### **5.1 Preparation of Municipal Composite Annual Action Plans**

The Municipal composite PoA is in this chapter, phased out into Composite Annual Action Plans (CAAP) which is expected to be implemented by the Departments and Agencies of JMA, in collaboration with relevant NGOs, Private sector and the Communities. The CAAP or AAP are very specific, measurable, and relevant and time bound (SMART) interventions whose attainment ensures that the Municipality inches closer to its vision of becoming a model Municipality.

#### **5.2 Linking the Composite Budget with the Plan**

The composite budget is a tool for allocating financial resources for the implementation of the MTDP towards achieving the development agenda of the Municipality. The Municipality through MPCU will be committed to composite budgeting process for the achievement of the objective of the plan. To ensure programme-based budgeting, AAP will form the basis for the preparation and review of the composite budget. This will establish a link between the budget and the annual action plan.

##### **5.2.1 Implementation of Annual Action Plans**

The implementation of activities will be supported with timely inflow of resources to stay on schedule. Juaben Municipal Assembly has initiated a number of development projects which are at various stages of completion. These projects are both funded from internal and external sources. The projects cover various aspects of the Municipality's development and also in accordance with development activities over which the Assembly has jurisdiction.

These projects range from construction of classroom blocks, water and sanitation, roads, Health Insurance, Youth Employment, capacity building for both staff and Assembly members among others. The MPCU will subsequently prepare Annual Action Plans by selecting projects from the Composite Plan of Action indicated under each year.

The criteria used in the selection of projects and programmes for the Annual plan include the following;

- ❖ On-going projects
- ❖ Abandoned projects
- ❖ Projects with short gestation periods
- ❖ Projects whose cost could be accommodated within the year's development budget
- ❖ Projects with the potential of alleviating poverty and in line with municipal's priorities
- ❖ projects which require immediate awareness creation through public education programmes

The action plans specify the title of the project or activity, its location, output indicators, start and end dates in all quarters as well as amounts involved. It spells out the source of funds for the project, whether internal or external and who would implement it and with whose support.

### **5.3 Adoption of MTDP**

In accordance with section 5 of the National Development Planning System Regulation 2016 (LI 2232) the draft MTDP was presented and consequently adopted by the members of the General Assembly of the Municipality.

Annual Action Plan - 2018

<b>DEVELOPMENT DIMENSION: ECONOMIC DEVELOPMENT</b>														
<b>Goal 1: Ensure an Improved Local Economic Development</b>														
Programmes and Sub-programmes	Activities/ Projects	Location	Baseline	Output Indicator	Time Frame				Indicative Budget	Funding Source			Implementing Dept./Agency	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>		GOG	IGF	Donor	Lead	C'borating
<b>DEVELOPMENT DIMENSION: SOCIAL DEVELOPMENT</b>														
<b>Goal 2: Create a fair and inclusive society with opportunities for all</b>														
Programme and Sub-programmes	Activities/ Projects	Location	Baseline	Output Indicator	Time Frame				Indicative Budget	Funding Source			Implementing Dept./Agency	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>		GOG	IGF	Donor	Lead	C'borating
<b>DEVELOPMENT DIMENSION: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT DEVELOPMENT:</b>														
<b>Goal 3: Safeguard the natural environment and ensure a resilient built environment</b>														
Programme and Sub-programmes	Activities/ Projects	Location	Baseline	Output Indicator	Time Frame				Indicative Budget	Funding Source			Implementing Dept./Agency	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>		GOG	IGF	Donor	Lead	C'borating
<b>DEVELOPMENT DIMENSION: GOVERNANCE, CORRUPTION AND ENHANCED PUBLIC ACCOUNTABILITY</b>														
<b>Goal 4: Maintain a stable, united and safe society</b>														
Programme and Sub-programmes	Activities/ Projects	Location	Baseline	Output Indicator	Time Frame				Indicative Budget	Funding Source			Implementing Dept./Agency	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>		GOG	IGF	Donor	Lead	C'borating

Annual Action Plan – 2019

DEVELOPMENT DIMENSION: ECONOMIC DEVELOPMENT														
Goal 1: Ensure an Improved Local Economic Development														
Programmes and Sub-programmes	Activities/ Projects	Location	Bas	Output Indicators	Time Frame				Indicative	Funding Source			Implementing Dept./Agency	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>		GOG	IGF	Donor	Lead	C'boratin
Ensure reliable energy	Support for Extension of Electricity	Onaa, Yeboakrom Amangoase Habitat		Electricity coverage extended					€50,000	DACF			JMA	ECG
Ensure improved Skills development for Industry	Organize Training for The Unemployed Youth, PWDS And women Groups to acquire Employable skills	Municipality Wide(selected Communités within The municipality		Unemployed youth,PWDS and women groups equipped with employable skills					€10,000	DACF			JMA	Social Welfae
Promote private Sector development	To liaise with Private sectors in Creating more Business startups.	Municipality Wide		System to support Business Startups instituted					€9000	DACF			JMA	
	Support Entrepreneurship And SME development	Municipality wide		Entrepreneurs and SME Adequately supported					€20,000				JMA	
	Develop modern markets And retail infrastructure in the Municipality to enhance domestic Trade.	Municipality wide		Modern market developed					€200,000	GOG			JMA	
Promote local Industrial Transformation	Creating an industrial Enclave.	Bomfa		Increase in member of industr Municipality					€20,000					
Formalize the Economy	Improve financial literacy Among youth and women Both formal and informal sector	Municipality Wide		Women and the youth equippe with Financial literacy					€7,000		IGF		JMA	
	Capture all properties Digitally within the assembly To boost development	Municipality wide		Properties captured digitally					€20,000		IGF		JMA	PPD

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<b>Promote agriculture</b>	<b>Agriculture extension agents visit to farmers at least 3 times a week</b>	<b>Municipal wide</b>	<b>Extension service delivery strengthened</b>							<b>€24000</b>				<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>	
	<b>Establish at least 3 major Field demonstration per AEA On cereal, legumes and vegetables To demonstrate good agric Practices.</b>		<b>Farmers adopt to improve Technologies</b>								<b>€3,648</b>				<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>
	<b>Conduct at least 2 field Days per AEA in both seasons</b>		<b>Adopt to improve technologies</b>								<b>€3,200</b>				<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>
	<b>Four(4) municipal development Officers to visit AEAs under the Supervision to guide and monitor</b>		<b>Agric programmes monitored</b>								<b>€7,200</b>				<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>
	<b>Oil palm leaf miners sensitization and management</b>		<b>Leaf miners held below thresh</b>								<b>€1340</b>				<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>
	<b>Conduct agric programmes Regularly to educate farmers on PJFs and GAPs</b>		<b>More people into farming</b>								<b>€4800</b>				<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>
<b>Promote Agriculture and Rural Development</b>	<b>Carry out monitoring and Surveillance of pest and diseases of Major crops</b>	<b>Municipal Wide</b>	<b>Unexpected insurgence</b>							<b>€400</b>				<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>	
	<b>Organize one (1) plant clinic each Of 10 operational areas in the Municipality to educate farmers on Disease identification</b>		<b>Disease effectively controlled</b>								<b>€960</b>				<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>
	<b>Establish fifteen 20 thousand cocoa seedli</b>		<b>Cocoa seedlings established</b>								<b>€20,799</b>					<b>MOFA</b>	<b>JMA</b>
<b>Enhance the Application of science Technology and Innovation</b>	<b>Train and demonstrate to 100 Women on processing of local food Fortification with soya</b>		<b>Food quality improved</b>							<b>€1730</b>				<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>	

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	<b>Train 5 gari processing groups on Gari fortification with soya beans and Food based nutrition.</b>	<b>Municipal wide</b>	<b>Food quality improved</b>					<b>€1090</b>			<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>
	<b>Train 30 agric staff integrated Nutrients management practices Including the use of poultry manure, Neem extract etc in vegetable production</b>		<b>Quality product obtained</b>					<b>€880</b>			<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>
	<b>Sensitize farmers on conservation agric tillage)</b>		<b>No till faming adopted</b>					<b>€2,832</b>			<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>
	<b>Organize one Municipal Planning Sessi quarterly technical review meetings wit and other stakeholders</b>		<b>Field challenges reduced</b>					<b>€3,933</b>			<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>
<b>Demand driven approach To agric</b>	<b>Facilitate the linkage among 40 produc traders, processors and exporters</b>	<b>Municipal Wide</b>	<b>Actors operation eased</b>					<b>€1,550</b>			<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>
<b>Ensure improved public Investment</b>	<b>Organize a day workshop on farm man and record keeping with 50 farmers</b>	<b>Municipal Wide</b>	<b>Farms performance accessed</b>					<b>€1920</b>			<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>
	<b>Organize trade fair\institutionalization Weekly markets</b>		<b>Weekly markets institutionaliz</b>					<b>€1700</b>			<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>
<b>Promote livestock and Poultry development for Food security</b>	<b>Carry out disease surveillance on Domestic animals at 10 operational Areas in the municipality</b>	<b>10 Operational Zone Municipal wide</b>	<b>Unexpected insurgence of Disesase</b>					<b>€400</b>			<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>
	<b>Conduct routine vaccination Against CBPP for 500 cattle and PPR For 3000 sheep and goats</b>		<b>Reduced Mortality</b>					<b>€2760</b>		<b>IGF</b>		<b>MOFA</b>	<b>JMA</b>
	<b>Vaccinate 2000 dogs against Rabies in the municipality</b>		<b>Dog bite risk reduced</b>					<b>€3640</b>		<b>IGF</b>		<b>MOFA</b>	<b>JMA</b>

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	Train 20 poultry farmers on brooding and formulation to enhance productivity			After harvest loss					€924			MAG	MOFA	JMA
	Train 30 pig farmers on production Management			Farmers gained knowledge					€1280			MAG	MOFA	JMA
	Organize 4 field tours for 80 producers agric staff to enhance adoption of improved technologies.			Adoption of improved Technologies					€5000			MAG	MOFA	JMA
Improved post-harvest management	Train staff and selected farmers on post handling of cereal and Vegetables			Adoption of improved Technologies					€3100			MAG	MOFA	JMA
Promote agriculture as a Viable venture among The youth	Train 20 FBOs in relevant Technical area or skill to sustain the group			Empower farmers groups					€2200			MAG	MOFA	JMA
	Purchase of utilities (water, Electricity, Internet)			Kept office running					€2000			MAG	MOFA	JMA
	Maintenance and running of official vehicles and motorbikes			Kept office running					€4340			MAG	MOFA	JMA
	Maintenance of office equipment and purchase of stationery for office Use			Kept office running					€800			MAG	MOFA	JMA
	Selected farmers in 4 operational areas and yield studies of 10 major crops (SRID)			Yield estimation obtained					€5538			MAG	MOFA	JMA
	Train and facilitate staff on Result Oriented Reporting (ROR), data collection And analysis.			Good reports obtained					€980			MAG	MOFA	JMA
	Staff (AEA & Nacob) once every two months on some new and existing technologies eg ,Aquaculture			Staff gained knowledge					€4400			MAG	MOFA	JMA

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Planting for food, jobs, Export and rural Development	Capacity building for PERD/ DCACT beneficiaries	Municipal Wide		Job created						€900			MAG	MOFA	JMA
Ensure improved public Investment	Establish 15,000 cocoa seedling to promote production			Job created						€20,799		IGF		JMA	MOFA
	Establish 15,000 oil palm seedling To promote production			Job created						€67674.2	DACF			JMA	MOFA
	National farmers day			Hardworking farmers awarded						€52,500	DACF		MAG	MOFA	JMA
Expand the tourism Industry for economic Development	Development of the bobiri Butterfly sanctuary into a Tourist hub	Bobiri		Butterfly sanctuary developed						€20,000		IGF		JMA	
Fisheries and aquaculture Development	Provide incentives for Accelerated private sector investment in aquaculture  Provide support to fish farmers	Municipal Wide		Increase patronage in Aquaculture						€10,000		IGF		JMA	

**DEVELOPMENT DIMENSION: SOCIAL DEVELOPMENT**

**Goal 2: Create a fair and inclusive society with opportunities for all**

Programme and Sub-programmes	Activities/ Projects	Location	Bas	Output Indicators	Time Frame				Indicativ	Funding Source			Implementing Dept./Agency	
					1	2	3	4		GH¢	GOG	IGF	Donor	Lead
Improved Social Service Delivery	Organise sensitization in 30 Communities on the need to send all children to school at the right age	Key Selected Communities		Number of communities Sensitized.					€4000	GOG		NGOs	GES	GHS
	Organize first day at school Ceremony for 37 schools	All schools		No. of Schools					€1000		IGF	GOG	GES	



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	<b>Organize workshop on data Management and appropriate age Capturing tools for 74 head teachers</b>	<b>Juaben</b>		<b>74 Heads trained</b>					<b>€1300</b>		<b>DAC</b>	<b>NGOs</b>	<b>JMA</b>	
	<b>Provide 100 sets of furniture for KG pupils 250pupils dual desks for primary &amp; JHS</b>	<b>Selected schools</b>		<b>Set of furniture provided</b>					<b>€10,800</b>		<b>DAC</b>		<b>JMA</b>	
	<b>Rehabilitate classroom blocks</b>	<b>Bomfa, Juaben</b>		<b>No. Of Classroom</b>					<b>€15,000</b>		<b>DAC</b>		<b>JMA</b>	<b>CBOs</b>
	<b>Construct 1 No.3 child friendly KG Blocks with ancillaries facilities</b>	<b>Esaase RC KG</b>		<b>1 No.3 KG block constructed</b>					<b>€83,000</b>		<b>DAC</b>	<b>NGOs</b>	<b>JMA</b>	<b>CBOs</b>
	<b>Construct 1 No.3 child friendly JHS Blocks with ancillaries facilities</b>	<b>Atia MA JHS</b>		<b>1 No.3 JHS block constructed</b>					<b>€73,000</b>		<b>DAC</b>	<b>NGOs</b>	<b>JMA</b>	<b>CBOs</b>
	<b>Organize Inter circuit and Inter District sports and cultural festival In Basic and SHSs</b>	<b>Juaben Nobewam</b>		<b>No of circuits participating</b>					<b>€10,000</b>	<b>GOG</b>			<b>GES</b>	
	<b>Provide 250 pieces of pupils dual Desks for primary &amp; junior high School</b>	<b>Selected schools</b>		<b>No. of sets of furniture provided</b>					<b>€11,250</b>		<b>DAC</b>	<b>NGOs</b>	<b>JMA</b>	<b>CBOs</b>
	<b>Completion of NO.4 unit Classroom block at juaben Islamic Basic school</b>	<b>Juaben</b>		<b>1 No.4 classroom block Completed</b>					<b>€120,000</b>		<b>DAC</b>	<b>NGOs</b>	<b>JMA</b>	<b>CBOs</b>
	<b>Completion of NO.4 unit Classroom block with ancillaries Facilities at Juaben Model school</b>	<b>Juaben</b>		<b>1 No.4 classroom block Completed</b>								<b>Getfund</b>		
	<b>Completion of NO.4 unit Classroom block with ancillaries Facilities at Akronwi</b>	<b>Akronwi</b>		<b>1 No.4 classroom block Completed</b>								<b>Getfund</b>		
	<b>Organize school selection and Career development seminar for 2500 JHS 3pupils and parents</b>			<b>No. of participants</b>					<b>€200</b>	<b>GOG</b>		<b>NGOs</b>	<b>GES</b>	<b>CBOs</b>

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	<b>Organise capacity Building workshops for 38 vocational And technical education teacher</b>	<b>Juaben</b>	<b>No. of participants</b>					<b>€1200</b>	<b>GOG</b>		<b>NGOs</b>	<b>GES</b>		
	<b>Run CBE programmes for 25-out-of school and average Children</b>	<b>Municipality wide</b>	<b>Number of beneficiaries covered</b>					<b>€5000</b>	<b>GOG</b>		<b>NGOs</b>	<b>GES</b>	<b>CBOs</b>	
<b>Raising the quality of Education (both teaching &amp; learning)</b>	<b>Organize capacity building Workshop for 75 SHEP coordinators On sanitation and environmental Safety system in schools</b>	<b>Municipality wide</b>	<b>Number of SHEP coordinator And teachers trained</b>					<b>€2700</b> <b>€2700</b>	<b>GOG</b> <b>GOG</b>		<b>NGOs</b> <b>NGOs</b>	<b>GES</b> <b>GES</b>	<b>Ghana Fire Service GHS</b>	
	<b>Provide 200 buckets and soap for Handwashing in 96 basic schools</b>	<b>All primary and KG</b>	<b>Number of buckets and soap Provided with schools</b>					<b>€15,000</b>	<b>DACF</b>		<b>NGOs</b>	<b>JMA</b>	<b>NGOs</b>	
	<b>Organise handwashing campaign For 75 KG/Primary and SHEP Coordinators</b>	<b>All schools</b>	<b>Number of teachers and pupil educated</b>					<b>€3000</b>	<b>GOG</b>		<b>USAID UNICEF</b>	<b>GES</b>	<b>GHS</b>	
	<b>Organize Inter circuit and Inter School quiz competition for 12000 Pupil</b>	<b>Juaben Schools</b>	<b>Number of participants (pupil)</b>					<b>€4000</b>	<b>GOG</b>		<b>DACF</b>	<b>GES</b>		
	<b>Organise cluster based reading Festival for 12000 pupils with 10 Aw0,ards</b>	<b>Juaben</b>	<b>No of pupils awarded</b>					<b>€2000</b>	<b>GOG</b>		<b>USAID</b>	<b>GES</b>		
	<b>Provide 30 desktop computers for 10 schools.</b>	<b>Juaben Schools</b>	<b>Number of computers provided</b>					<b>€35000</b>			<b>DAC</b>		<b>JMA</b>	<b>NGOs</b>
	<b>Organize two cluster based science, Technology, mathematics and Innovative education(STIME ) Clinics for 60 pupils</b>	<b>Juaben,Nobewam, Bomfa</b>	<b>Number of beneficiaries</b>					<b>€3000</b>			<b>DAC</b>	<b>GOG</b>	<b>GES</b>	
	<b>Educational fund to support needy but Brilliant students</b>		<b>Beneficiaries supported</b>					<b>€61,000</b>			<b>DAC</b>			
	<b>Train 100 SHS/JHS graduates in Liquid soap production,pasteries And satellite installation</b>	<b>Juaben, Nobewam</b>	<b>Number of beneficiaries</b>					<b>€65,000</b>			<b>DAC</b>		<b>GES</b>	
	<b>Construct No 6 teachers quarters</b>	<b>Ofoase, Nkyerepoas</b>	<b>Number of quarters Beneficiaries</b>					<b>€150,000</b>			<b>DAC</b>		<b>JMA</b>	<b>CBOs</b>
	<b>Provision of 600 mono desks for SHS students</b>	<b>Juaben SHS</b>	<b>No of desk provided</b>					<b>€28,000</b>			<b>DAC</b>		<b>JMA</b>	
<b>Ensure sustainable and Efficient management For education service Delivery</b>	<b>Conduct cluster based school Appraisal in 75 basic schools for 600 participant</b>	<b>Juaben Schools</b>	<b>number of participants</b>					<b>€18,000</b>						
	<b>Conduct regular monitoring Inspection in 109 public and</b>	<b>Selected communities</b>	<b>Number of school visited</b>					<b>€15000</b>	<b>GOG</b>	<b>DAC</b>		<b>GES</b>		

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	<b>Private schools</b>																	
	<b>Organize a 2 day audit and Financial management Workshop for 77 head teachers</b>	Juaben		<b>Number of beneficiaries</b>					€2000	GOG				GES				
	<b>Promotion work inspection for 30 Teachers and officers</b>	Juaben		<b>Number of teachers inspected</b>					€1200	GOG				GES				
	<b>Conduct interviews for 15 headship officers and circuit supervisors</b>	MEO		<b>Number of officers interviewed Report</b>					€1200	GOG				GES				
	<b>Completion of 1 no. 6 office block</b>	Juaben		<b>Number of room constructed</b>					€110,000		DAC			JMA				
	<b>Organize ADEOP stakeholder Forum for 45 participant</b>	Juaben		<b>number of participants</b>					€4500	GOG				GES				
	<b>Train 75 heads on EMIS national Data management and analysis</b>	Municipality Wide		<b>Number of heads/ teachers Trained</b>					€5000	GOG				GES	JMA			
	<b>Conduct comprehensive inspection Of 276 public and private schools</b>			<b>Number of schools visited</b>						€3000	GOG				GES	JMA		
<b>Promote the economic empowerment of women</b>	<b>Organize skill training for women In income generating and management skills</b>			<b>Exposure to available economic Opportunities and good Management skills improved</b>					€7000		IGF			JMA				
<b>Ensure affordable, Equitable and easily Accessible quality Universal health coverage</b>	<b>Carry out public education for the Citizenry to register with the NHIS</b>			<b>Percentage increase in NHIS Registrants</b>					€5000		IGF			GHS	JMA			
	<b>Support for HIV/AIDS and Malaria Control programmes</b>	Municipality Wide							€15,489	DACF				GHS	JMA			
<b>Reduce poverty and Inequality</b>	<b>Support the youth employment Programme</b>	Municipality wide		<b>Large section of youth employ</b>					€10,000	DACF				YEA	JMA			
	<b>Strengthened youth enterprise Support programme</b>			<b>Large portion engaged</b>						€10,000	DACF				YEA	JMA		
<b>Strengthened child Protection and welfare And interventions for The vulnerable</b>	<b>Sensitizing and monitoring</b>	Municipality wide		<b>Enhance economic status</b>					€5000		IGF			SWCD	JMA			
	<b>Quarterly visit to day cares</b>			<b>Activities monitored</b>						€7000		IGF			SWCD	JMA		
	<b>Leap Registration</b>	Municipality wide		<b>Beneficiaries registered</b>					€10,000	GOG	IGF			SWCD	JMA			
	<b>Registration of the disabled</b>			<b>PWD's Registered and Needs Assessed</b>						€10,000	GOG	IGF			SWCD	JMA		
	<b>Registration of Day Care Centers and Child Protection Programmes</b>			<b>Day care centers registered and Education of child protection Programs</b>						€12,000	GOG	IGF			SWCD	JMA		
	<b>Mass Meetings and Study Groups</b>			<b>Educated Communities on Selected social issues</b>					€12,000	GOG	IGF			SWCD	JMA			

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	Training women groups on available Economic opportunities			Women Groups trained on Economic activities					€15,000	GOG	IGF		SWCD	JMA	
	Family tribunal panel			Formation of panel					€1,000	GOG	IGF		SWCD	JMA	
Promoting Rural Enterprise Programme	Training programs in soap making And production	Atia		Participants have acquired Knowledge and skills					€2960				PCMU	REP	JMA
	Internship programs	Juaben, Nobewam		Beneficiaries have acquired ne Industrial skills					€1500				PCMU		
	Training programs in ICT for Auto Mechanics	Juaben		Participants acquire knowledge ICT for Auto Mechanics					€3280				PCMU		
	Training programme in manufacturing Of knock down furniture	Juaben		Participants would acquire Knowledge in manufacturing Knock down furniture					€3280				PCMU		
	Trainings programmes in quality, Sanitation and safety management	Apemso		Participants acquire knowledge Safety management					€3280				PCMU		
	Training programme in the making of macrame			Participants acquire knowledge The making of macramé					€2960				PCMU		
	Training programmes in small business Management practices			Participants acquire knowledge In small business practices					€2000	DACF				JMA	
	Training programme in beading			Knowledge and skills acquired In beading to make them Gainfully employed					€2960	DACF					
	Training programme in formation of Business association			Business association formed					€3280	DACF					
	Training programme in Auto Diagnosis			Participants would acquire Knowledge in Auto Diagnosis					€3280				PCMU		
	Training programme in manufacturing Of metal door			Participants equipped with The skills					€3280				PCMU		
	Training programme in Baking			Participants acquir Knowledge in baking					€2000	DACF					
<b>DEVELOPMENT DIMENSION: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT DEVELOPMENT:</b>															
<b>Goal 3: Safeguard the natural environment and ensure a resilient built environment</b>															
Programme and Sub-programmes	Activities/ Projects	Location	Bas	Output Indicators	Time Frame				Indicativ	Funding Source			Implementing Dept./Agency		
Promoting spatially Integrated, balanced and Ordely human settlement Development.	Prepare and periodically update a Spatial distribution map.	Municipality wide		Plan prepared being used by MPCU to involve infrastru	1 <sup>s</sup>	2 <sup>n</sup>	3 <sup>r</sup>	4 <sup>u</sup>	€20,000	GOG	IGF	Donor	Lead	C'boratin	
	Prepare and periodically update a Business map of land use Distribution within the municipality			Plan prepared and used for Revenue collection.					€20,000	GOG			PPD	JMA	

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	Prepare a structural plan for Bomfa Adumasa area council	Bomfa	Structural plan prepared, app And implemented.					€55,000		IGF		PPD	JMA/ Tra Authority	
	Prepare a planning scheme for Duampompo, and Kubease	Duampompo, Kubease and	Scheme prepared, approved and Implemented.					€90.000		IGF	Trad. Autho.	PPD	JMA/ Tra Authority.	
	Implementation of street naming And property addressing project	Juaben Township	Installation of street signage p					€50.000			UDG	PPD	JMA/SAT	
	Intensify routine inspection and Enforcement of building Regulation	Municipality wide	Unauthorized development Migitated, controlled and Monitored physical developme					€8,000	GOG			PPD	JMA/Wor Dept.	
	Prepare a spatial development Framework for the municipality		Plan prepared, approved and Implemented.					€10,000		IGF			PPD	JMA
	Prepare and periodically update a municipal facility map.		Map prepared, approved and Implemented.					€3000		IGF			PPD	JMA
	Organize quarterly radio program On land use planning		Recording of radio programs					€1000		IGF			PPD	JMA
	Acquisition of land for offices for the Assembly							€100,000	DACF					
	Organize quarterly Planning and technical sub Committee meetings		Minutes, approved plans,					€12,000		IGF			PPD	JMA
Improved efficiency of Raod transport and Infrastructure services	Embarked on road inventory Exercise		Physical identification of road In the municipality and ability Survey their surface condition											
	Reshaping local roads(9KM)		Motorable Accessible Roads/ Improved surface conditions											
	Potholes patching, grasscutting, Desilting of drains, raking and minor Concrete repairs of Juaben 2.6KM Duampompo. 0.2KM and Nobewam 0.3KM	Juaben Duampompo Nobewam	Improved road surface conditi						50230 / KM			Roads Dept	JMA	
	Sectional gravelling of local roads 10KM		Improved road surface conditi											
	Potholes patching, grasscutting, Desilting of drains, raking and minor Concrete repairs of Juaben Town Roads 1.2 KM	Juaben	Improved road surface conditi					€7000						
	Juaben Town Roads Marking (11.2 km)	Juaben	Traffics Controls					€1492.25		IGF		Roads Dept	JMA	
	Gravelling of roads linking Production and tourist areas in the Juaben municipality 20KM	Municipality wide	Improved access roads surface Condition and economic activi											

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	<b>Street naming in the juaben Municipality</b>	<b>Municipality wide</b>	<b>Easy identification of roads by Their names</b>												
	<b>Construction of MCEs bungalow with Boys quarters</b>	<b>Juaben</b>	<b>Bungalow constructed</b>										<b>DAC</b>		
<b>Enhance the quality of Life in the rural area</b>	<b>Provide refuse bins for 2,500 Households</b>	<b>Selected communities</b>	<b>2,500 dust bins provided</b>						<b>€6000</b>				<b>DAC</b>	<b>WATSAN</b>	<b>JMA</b>
	<b>Provide 50 communal skip Containers</b>		<b>50 communal refuse containers Provided</b>						<b>€8000</b>				<b>DAC</b>	<b>WATSAN</b>	<b>JMA</b>
	<b>Educate landlords and tenant On proper waste management Practices</b>		<b>proper waste management practices</b>						<b>€900</b>				<b>DAC</b>	<b>WATSAN</b>	<b>JMA</b>
	<b>Hold meeting with traditional Authorities on the need to release Land for transfer station</b>		<b>25 refuse dumping sites Developed</b>						<b>€3000</b>				<b>DAC</b>	<b>WATSAN</b>	<b>JMA</b>
	<b>Evacuate/ level 10 community Refuse dumps</b>		<b>Refuse dumps cleared or level</b>						<b>€2000</b>				<b>DAC</b>	<b>WATSAN</b>	<b>JMA</b>
	<b>Fumigation of the transfer stations And the final disposal site</b>		<b>Refuse site fumigated</b>						<b>€1000</b>				<b>DAC</b>	<b>WATSAN</b>	<b>JMA</b>
	<b>Construction of nurses quarters</b>	<b>Atia</b>	<b>Nurses quarters constructed</b>						<b>€300,000</b>				<b>DAC</b>		<b>JMA</b>
	<b>Organize 25 community durbars Waste management</b>		<b>25 durbars organized</b>						<b>€10,000</b>				<b>DAC</b>	<b>WATSAN</b>	<b>JMA</b>
	<b>Organize quarterly review Meetings with stakeholders</b>		<b>Number of review Meetings organized</b>						<b>€2000</b>				<b>DAC</b>	<b>WATSAN</b>	<b>JMA</b>
	<b>Educate pupils on proper waste Management practices</b>		<b>Number of schools visited</b>						<b>€3000</b>				<b>DAC</b>	<b>WATSAN</b>	<b>JMA</b>
	<b>Review and gazette of sanitation Bye-laws</b>		<b>Bye-laws enforced</b>						<b>€1000</b>				<b>DAC</b>	<b>WATSAN</b>	<b>JMA</b>
	<b>Educate the public on sanitation Bye-laws</b>		<b>Level of awareness on bye-law Raised</b>						<b>€1,500</b>				<b>DAC</b>	<b>WATSAN</b>	<b>JMA</b>
	<b>Acquire cesspool emptier</b>		<b>A cesspool emptier acquired for The zonal councils</b>						<b>€160,900</b>				<b>DAC</b>	<b>WATSAN</b>	<b>JMA</b>
	<b>Educate the public on household Toilet construction</b>		<b>Household latrines</b>						<b>€2000</b>				<b>DAC</b>	<b>WATSAN</b>	<b>JMA</b>
	<b>Form and train 3 zonal hygiene Education teams</b>		<b>3 environmental health Committees established</b>						<b>€1000</b>				<b>DAC</b>	<b>WATSAN</b>	<b>JMA</b>
<b>Promote construction of 500 Household latrine</b>		<b>500 household latrine constructed</b>						<b>€10,000</b>				<b>DAC</b>	<b>WATSAN</b>	<b>JMA</b>	
	<b>Construct toilet facility</b>	<b>Essase</b>	<b>Facility constructed</b>						<b>€200,000</b>				<b>DAC</b>	<b>WATSAN</b>	<b>JMA</b>
<b>Improve WATSAN in The municipality</b>	<b>Training and monitoring of WATSAN committees on proper Borehole management</b>		<b>Monitoring conducted</b>						<b>€4000</b>				<b>DAC</b>	<b>WATSAN</b>	<b>JMA</b>

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	<b>Sensitize the public on the benefits Of a clean environment and the Dangers of unkempt environment</b>			<b>Improve in environmental Management</b>						€2000		DAC		WATSA	JMA
	<b>Educate public on good Hand washing with soap</b>			<b>Communicated educated</b>						€1000		DAC		WATSA	JMA
	<b>Register and screen of food vendors</b>			<b>Food vendors registered and Screened.</b>						€500		DAC		WATSA	JMA
	<b>Carry out premises inspection</b>			<b>Number of premises inspected</b>						€1000		DAC		WATSA	JMA
	<b>Town Water System</b>	<b>New Koforidua Adumasa</b>								€ 10,000			NGO	WATSA	JMA
	<b>Monitor the activities of sachet Water producers</b>			<b>Sachet water producers effecti Monitored</b>						€2000		DAC		WATSA	JMA
	<b>Organize environmental Sanitation education in 10 Mosques and 10 churches</b>			<b>10 Mosques and churches Visited</b>						€1000		DAC		WATSA	JMA
<b>Promote capacity Building of Environmental health Staff</b>	<b>Organize In-Service training for Environmental Health Staff</b>			<b>Number of Environmental Officers trained.</b>						€1000		DAC		WATSA	JMA
	<b>Acquire 4 motorbikes for zonal Council and environmental health Officers</b>			<b>Officers provided with logistic And materials</b>						€20,000		DAC		WATSA	JMA
	<b>Update data on sanitation facilities</b>			<b>Data uploaded.</b>										WATSA	
<b>Promote proactive Planning towards Disaster prevention and Mitigation</b>	<b>Establish DVGs, Clubs, Maintenance And Training</b>	<b>Municipality</b>		<b>DVGs, Clubs established</b>						€4,000	GOG			NADMO	JMA
	<b>Workshop on prevention and Mitigation of disasters</b>			<b>Staff equipped with</b>						€2000	GOG			NADMO	JMA
	<b>Purchase of strategic stocks</b>			<b>Relief items purchased</b>						€5000	GOG			NADMO	JMA
	<b>Public Education and Sensitization Programs</b>			<b>Programs organized</b>						€3500	GOG			NADMO	JMA
	<b>Official disaster management Committee meetings</b>			<b>Approval and implementation Plans</b>						€1500	GOG			NADMO	JMA
	<b>Desilting of major drains</b>			<b>Clear drains</b>						€4000	GOG			NADMO	JMA
	<b>Preparation of hazard mappings And disaster plan</b>			<b>Plan prepared and put to use</b>						€2000	GOG			NADMO	
	<b>Monitoring and inspection of Hazard</b>			<b>Inspection conducted</b>						€2000	GOG			NADMO	
	<b>Search, rescue, evaluation and Registration of victims</b>			<b>System to rescue instituted</b>						€4000	GOG			NADMO	
	<b>Assessment of outbreaks, extents And cost of damages.</b>			<b>Assessment conducted</b>						€1000	GOG			NADMO	

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	Distribution of relief items			Items distributed					€2500	GOG			NAMD	
	Counselling of victims			Victims counselled					€1000	GOG			NADM	Social Welfare
	Tree Planting Exercise			Trees planted					€2000	GOG			NAMD	JMA MOFA
	Submission of Documents to Regional Office			Documents submitted					€500	GOG				
	Attendance of Official Meetings			Meeting attended					€800	GOG				
Ensure sustainable Extraction of mineral Resources	Educational Programme			Educational Programme organized					€2,000	DACF				
<b>DEVELOPMENT DIMENSION: GOVERNANCE, CORRUPTION AND ENHANCED PUBLIC ACCOUNTABILITY</b>														
<b>Goal 4: Maintain a stable, united and safe society</b>														
Programme and Sub-programmes	Activities/ Projects	Location	Bas	Output Indicators	Time Frame				Indicativ	Funding Source			Implementing Dept./Agency	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>		GOG	IGF	Donor	Lead	C'boratin
Enhance service delivery	Provide logistics/financial support For security services			Improve service delivery					€8000		IGF		GPS	JMA
Promote access and Efficiency in delivery of Justice	Support the establish of a district Court	Bomfa		Enhanced delivery of justice					€10,000	DACF				JMA
Improved decentralized Planning	Support capacity building for MPCU	Municipal wide		Improve service delivery					€10,000				JMA	
	Review of Medium Term Plan								25,000	DACF				
	Conduct Public Hearing and Town Hall meetings								€20,000	DACF				
Deepen political and Administrative Decentralization	Procure Office Equipment and Furniture			Functional Administrative Environment					€15,000	DACF			JMA	
	Provide accommodation for Members of staff			Improve service delivery					€15,000	DACF			JMA	
Enhance capacity for Policy formulation and Coordination	Undertake M&E reviews			Improved projects					€7,000	DACF			JMA	
	Support the activities of the MPCU			Enhanced coordination					€8,000	DACF			JMA	
	Undertake the preparation and implementation of Composite budget and fee fixing			Coordinated budget Implemented.					€20,000	DACF			JMA	
	Develop a comprehensive Database for planning and			Plan and budget coordination					€4,000	DACF			JMA	



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	<b>Budgeting</b>													
<b>Strengthen fiscal Decentralization</b>	<b>Capacity building of revenue Department to improve its Operational efficiency</b>			<b>Improved operational efficien</b>						<b>€5,000</b>	<b>DACF</b>			<b>JMA</b>
	<b>Value properties in the municipality</b>			<b>Improved revenue generation</b>						<b>€3,000</b>	<b>DACF</b>			<b>JMA</b>
	<b>Organize capacity building training For revenue collectors</b>			<b>Improved revenue generation</b>						<b>€7,000</b>	<b>DACF</b>			<b>JMA</b>
	<b>Organize capacity building Programs for the zonal councils And assembly members</b>			<b>Improved service delivery</b>							<b>DACF</b>			
	<b>Recruit more revenue collectors And provide logistics for revenue Collectors</b>			<b>Improved revenue generation</b>						<b>€2500</b>	<b>DACF</b>			<b>JMA</b>
	<b>Capacity building for Assembly staff</b>			<b>Improved service delivery</b>						<b>€50,000</b>	<b>DDF</b>			
	<b>Monitor revenue collection Activities</b>			<b>Improved revenue generation</b>						<b>€1000</b>	<b>DACF</b>			<b>JMA</b>
<b>Improper popular Participation</b>	<b>Support CSO Activities</b>			<b>Enhanced collaboration of Development actors</b>						<b>€4000</b>	<b>DACF</b>			<b>JMA</b>
	<b>Inauguration, training and Operationalization of zonal councils</b>	<b>All four(4) zonal councils</b>		<b>Zonal council operationalized</b>						<b>€61,000</b>	<b>DACF</b>			
<b>Community Development</b>	<b>Support for community initiated projec</b>									<b>€154,893</b>	<b>DACF</b>			

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<b>DEVELOPMENT DIMENSION: ECONOMIC DEVELOPMENT</b>														
<b>Goal 1: Ensure an Improved Local Economic Development</b>														
<b>Programmes and Sub-programmes</b>	<b>Activities/ Projects</b>	<b>Location</b>	<b>Baseline</b>	<b>Output Indicators</b>	<b>Time Frame</b>				<b>Indicative</b>	<b>Funding Source</b>			<b>Implementing Dept./Agency</b>	
					<b>1<sup>st</sup></b>	<b>2<sup>nd</sup></b>	<b>3<sup>rd</sup></b>	<b>4<sup>th</sup></b>		<b>GOG</b>	<b>IGF</b>	<b>Donor</b>	<b>Lead</b>	<b>C'borati</b>
<b>Promote private Sector development</b>	<b>To liaise with Private sectors in Creating more Business startups.</b>	<b>Municipality Wide</b>							<b>€7,000</b>		<b>IGF</b>		<b>JMA</b>	
	<b>Support Entrepreneurship And SME development</b>	<b>Municipality wide</b>							<b>€12,000</b>		<b>IGF</b>		<b>JMA</b>	
<b>Formalize the Economy</b>	<b>Improve financial literacy Among youth and women Both formal and informal sector</b>	<b>Municipality Wide</b>		<b>Women and the youth equipped With Financial literacy</b>					<b>€8,000</b>		<b>IGF</b>		<b>JMA</b>	
<b>Promote Agriculture</b>	<b>Agriculture extension agents Make visit to farmers at least 3 times a week</b>			<b>Extension service delivery strengthened</b>					<b>€25,200</b>			<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>

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	<b>Establish at least 3 major Field demonstration per AEA On cereal, legumes and vegetables To demonstrate good agric Practices.</b>			<b>Farmers adopt to improve Technologies</b>					<b>€3,830</b>			<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>
	<b>Conduct at least 2 field Days per AEA in both seasons</b>			<b>Adopt to improve technologies</b>					<b>€3,360</b>			<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>
	<b>Four(4) municipal development Officers to visit AEAs under the Supervision to guide and monitor</b>			<b>Agric programmes monitored</b>					<b>€7,560</b>			<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>
	<b>Oil palm leaf miners</b>			<b>Leaf miners held below threshold</b>					<b>€1407</b>					
	<b>Conduct agric programmes Regularly to educate farmers on PJFs and GAPs</b>			<b>More people into farming</b>					<b>€5,040</b>			<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>
<b>Promote Agriculture and Rural Development</b>	<b>Carry out monitoring and Surveillance of pest and diseases of Major crops</b>	<b>Municipal Wide</b>		<b>Unexpected insurgence</b>					<b>€420</b>			<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>

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	Organize one (1) plant clinic each Of 10 operational areas in the Municipality to educate farmers on Disease identification			Disease effectively controlled				€1,008			MAG	MOFA	JMA
	Expansion of mass cocoa spraying Exercise			Pest and disease prevented				€2000			MAG	MOFA	JMA
Enhance the Application of science Technology and Innovation	Train and demonstration to 100 Women on processing of local food Fortification with soya	Municipal  Wide		Food quality improved				€1,817			MAG	MOFA	JMA
	Train 5 gari processing groups on Gari fortification with soya beans Food based nutrition.			Food quality improved				€1,145			MAG	MOFA	JMA
	Train 30 agric staff integrated Nutrients management practices Including the use of poultry manure Neem extract etc in vegetable			Quality product obtained				€924			MAG	MOFA	JMA

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	<b>Production</b>												
	Sensitize farmers on conservation agriculture(No tillage)			No till farming adopted				€2974			MAG	MOFA	JMA
	Organize one Municipal Planning and quarterly technical review meeting with staff and other stakeholders			Field challenges reduced				€4,130			MAG	MOFA	JMA
<b>Demand driven approach To agric</b>	Facilitate the linkage among 40 producers, traders, processors and exporters	<b>Municipal Wide</b>		Actors operation eased				€1628			MAG	MOF	JMA
<b>Ensure improved public Investment</b>	Organize a day workshop on farm management and record keeping with farmers	<b>Municipal Wide</b>		Farms performance accessed				€2,016			MAG	MOF	JMA
	Organize trade fair\institutionalize Weekly markets			Weekly markets institutionalized							MAG	MOF	JMA
<b>Promote livestock and Poultry development for Food security</b>	Carry out disease surveillance on Domestic animals at 10 operational Areas in the municipality	<b>10 Operational Zones. Municipal wide</b>		Unexpected insurgence of Disesase				€420			MAG	MOF	JMA

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	<b>Conduct routine vaccination Against CBPP for 500 cattle and P For 3000 sheep and goats</b>			<b>Reduced Mortality</b>					<b>€2898</b>		<b>IGF</b>		<b>MOFA</b>	<b>JMA</b>
	<b>Vaccinate 2000 dogs against Rabies in the municipality</b>			<b>Dog bite risk reduced</b>					<b>€3822</b>		<b>IGF</b>		<b>MOFA</b>	<b>JMA</b>
	<b>Train 20 poultry farmers on brood feed formulation to enhance productivity</b>			<b>After harvest loss</b>					<b>€970</b>			<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>
	<b>Train 30 pig farmers on production Management</b>			<b>Farmers gained knowledge</b>					<b>€1,344</b>			<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>
	<b>Organize 4 field tours for 80 produ 5 agric staff to enhance adoption of improved technologies.</b>			<b>Adoption of improved technologies</b>					<b>€5,200</b>			<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>
<b>Improved post-harvest</b>	<b>Train staff and selected farmers on</b>			<b>Adoption of improved</b>					<b>€3,255</b>			<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>

*MEDIUM TERM DEVELOPMENT PLAN 2018-2021 (JUABEN MUNICIPAL ASSEMBLY) DRAFT*

<b>management</b>	<b>harvest handling of cereal and vegetables</b>			<b>Technologies</b>									
<b>Promote agriculture as a Viable venture among The youth</b>	<b>Train 20 FBOs in relevant Technical area or skill to sustain the group</b>			<b>Empower farmers groups</b>				<b>€2,310</b>			<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>
	<b>Purchase of utilities(water, Electricity, Internet)</b>			<b>Kept office running</b>				<b>€2100</b>			<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>
	<b>Maintenance and running of offices motorbikes</b>			<b>Kept office running</b>				<b>€4,557</b>			<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>
	<b>Maintenance of office equipment and purchase of stationery for office Use</b>			<b>Kept office running</b>				<b>€840</b>			<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>
	<b>Selected farmers in 4 operational areas and yield studies of 10 major (SRID)</b>			<b>Yield estimation obtained</b>				<b>€5815</b>			<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>
	<b>Train and facilitate staff on Result Reporting(ROR), data collection and analysis.</b>			<b>Good reports obtained</b>				<b>€1,029</b>			<b>MAG</b>	<b>MOFA</b>	<b>JMA</b>





*MEDIUM TERM DEVELOPMENT PLAN 2018-2021 (JUABEN MUNICIPAL ASSEMBLY) DRAFT*

	<b>Increase awareness and publicity Of the tourist sites</b>	<b>Municipality wide</b>		<b>Awareness created</b>					<b>€15,000</b>		<b>IGF</b>		<b>JMA</b>	
<b>DEVELOPMENT DIMENSION: SOCIAL DEVELOPMENT</b>														
<b>Goal 2: Create a fair and inclusive society with opportunities for all</b>														
Programme and Sub-programmes	Activities/ Projects	Location	Approach	Output Indicators	Time Frame				Indicativ GH¢	Funding Source			Implementing Dept./Agency	
					1	2	3	4		GOG	IGF	Donor	Lead	C'borati
<b>Improved Social Service Delivery</b>	<b>Organize first day at school Ceremony for 37 schools</b>	<b>All schools</b>		<b>No. of Schools</b>					<b>€4000</b>		<b>IGF</b>	<b>GOG</b>	<b>GES</b>	
	<b>Organize workshop on data Management and appropriate age Capturing tools for 74 head teachers</b>	<b>Juaben</b>		<b>74 Heads trained</b>					<b>€2600</b>		<b>DAC</b>	<b>NGOs</b>	<b>JMA</b>	
	<b>Provide 100 sets of furniture for K 250pupils dual desks for primary &amp; JHS</b>	<b>Selected schools</b>		<b>Set of furniture provided</b>					<b>€20000</b>		<b>DAC</b>		<b>JMA</b>	

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	Rehabilitate classroom blocks	Bomfa, Juaben		No. Of Classroom					€30000		DAC		JMA	CBOs
	Provide 250 pieces of pupils dual Desks for primary & junior high School	Selected schools		No. of sets of furniture provided					€25,000		DAC	NGOs	JMA	CBOs
Ensure sustainable and Efficient management For education service Delivery	Conduct cluster based school Appraisal in 75 basic schools for 600 participant	Juaben Schools		number of participants					€18000	GOG	DAC		GES	CBOs
	Conduct regular monitoring Inspection in 109 public and Private schools	Selected commun		Number of school visited					€15000	GOG	DAC		GES	
	Promotion work inspection for 30 Teachers and officers	Juaben		Number of teachers inspected					€5000	GOG			GES	
	Organize ADEOP stakeholder Forum for 45 participant	Juaben		number of participants					€4500	GOG			GES	
	Train 75 heads on EMIS national Data management and analysis			Number of heads/ teachers Trained					€2500	GOG			GES	
	Conduct comprehensive inspection Of 276 public and private schools			Number of schools visited					€30000	GOG			GES	
Promote the economic empowerment of women	Organize skill training for women In income generating and			Exposure to available economic Opportunities and good					€19,000	GOG			JMA	

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	management skills			Management skills improved										
Ensure affordable, Equitable and easily Accessible quality Universal health coverage	Carry out public education for the Citizenry to register with the NHIS			Percentage increase in NHIS Registrants					€12,000	DACF			NHIA	JMA
Reduce poverty and Inequality	Support the youth employment programme			Large section of youth employed					€20,000		IGF		JMA	NYEA

**DEVELOPMENT DIMENSION: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT DEVELOPMENT:**

**Goal 3: Safeguard the natural environment and ensure a resilient built environment**

Programme and Sub-programmes	Activities/ Projects	Location	Baseline	Output Indicators	Time Frame				Indicativ	Funding Source			Implementing Dept./Agency	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>						
Promoting spatially Integrated, balanced and Ordely human settlement Development.	Update a Spatial distribution Map of infrastructure provision Within the municipality	Municipality wid		Plan prepared being used by MPCU to involve infrastructure Provision in the municipality						GOG	IGF	Donor	Lead	C'borati
	update a business map of land use Distribution within the municipalit			Plan prepared and used for Revenue collection.					€20,000	GOG			PPD	JMA
	Prepare a spatial development Framework for municipality	Municipality wid		Structural plan prepared, approv And implemented.					€55,000		IGF		PPD	JMA/ Tr Authority
	Prepare a municipal facility map For the municipality	Municipality wid		Scheme prepared, approved and Implemented.					€40,000		IGF		PPD	JMA/ Tr Authority

*MEDIUM TERM DEVELOPMENT PLAN 2018-2021 (JUABEN MUNICIPAL ASSEMBLY) DRAFT*

	<b>Prepare a planning scheme for Atia</b>	<b>Atia</b>		<b>Scheme prepared, approved and Implemented.</b>					<b>€50,000</b>		<b>IGF</b>		<b>PPD</b>	<b>JMA/ Tr Authority</b>
	<b>Implementation of the street Naming and property addressing Project</b>	<b>Bomfa Ekyinso</b>		<b>Mapping works completed and Stenciling and sinage mounting</b>					<b>€50,000</b>			<b>UDG</b>	<b>PPD</b>	<b>JMA/SA</b>
	<b>Organise 4 Technical Sub Committee meetings</b>	<b>Juaben</b>		<b>Plans recommended to SPC</b>					<b>€6000</b>		<b>IGF</b>		<b>PPD</b>	<b>JMA</b>
	<b>Coordinate with works department To intensify routine inspection and Enforcement of building rules</b>	<b>Municipality wide</b>		<b>Physical development monitored And controlled</b>					<b>€8000</b>		<b>IGF</b>		<b>PPD</b>	<b>Works D</b>
<b>Maintenance of Roads</b>	<b>Sectional Graveling of local roads 10km</b>	<b>Juaben</b>		<b>Improved road surface condition</b>					<b>48,000KN</b>	<b>GOG</b>			<b>Roads Dept</b>	<b>JMA</b>
<b>Periodic Maintenance</b>	<b>Construction of Juaben Estate (1.8km), Nobewam(1.3km), Atia (2km), Kubease(0.9km) etc. Total length= 20.9km</b>	<b>Municipality wide</b>		<b>Improved surface condition</b>					<b>6,000/KN</b>		<b>IGF</b>		<b>Roads Dept</b>	<b>JMA</b>
<b>Enhance the quality of Life in the rural area</b>	<b>Provide refuse bins for 2,500 households</b>	<b>Selected commun</b>		<b>2,500 dust bins provided</b>										
	<b>Hold meeting with traditional</b>			<b>25 refuse dumping sites</b>										

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	<b>Authorities on the need to release Land for transfer station</b>			<b>developed</b>										
	<b>Evacuate/ level 10 community Refuse dumps</b>			<b>Refuse dumps cleared or levelled</b>				<b>€3000</b>	<b>DACF</b>			<b>WATSAN</b>	<b>JMA</b>	
	<b>Fumigation of the transfer stations And the final disposal site</b>			<b>Refuse site fumigated</b>				<b>€1500</b>	<b>DACF</b>			<b>WATSAN</b>	<b>JMA</b>	
	<b>Organize 25 community durbars Waste management</b>			<b>25 durbars organized</b>				<b>€15,000</b>	<b>DACF</b>			<b>WATSAN</b>	<b>JMA</b>	
	<b>Organize quarterly review Meetings with stakeholders</b>			<b>Number of review Meetings organised</b>				<b>€8000</b>		<b>IGF</b>		<b>WATSAN</b>	<b>JMA</b>	
	<b>Educate pupils on proper waste Management practices</b>			<b>Number of schools visited</b>				<b>€5000</b>		<b>IGF</b>			<b>JMA</b>	
	<b>Review and gazette of sanitation Bye-laws</b>			<b>Bye-laws enforced</b>				<b>€8000</b>	<b>DACF</b>				<b>JMA</b>	
	<b>Educate the public on sanitation Bye-laws</b>			<b>Level of awareness on bye-laws Raised</b>				<b>€4000</b>		<b>IGF</b>		<b>WATSAN</b>	<b>JMA</b>	
<b>Improve WATSAN in The municipality</b>	<b>Training and monitoring of WATSAN committees on proper Borehole management</b>			<b>Proper management of boreholes</b>				<b>€8000</b>		<b>IGF</b>		<b>SWCD</b>	<b>JMA</b>	
	<b>Sensitize the public on the benefits</b>			<b>Improve in environmental</b>				<b>€6000</b>		<b>IGF</b>		<b>WATSAN</b>	<b>JMA</b>	

*MEDIUM TERM DEVELOPMENT PLAN 2018-2021 (JUABEN MUNICIPAL ASSEMBLY) DRAFT*

	<b>Of a clean environment and the Dangers of unkempt environment</b>			<b>management</b>									
	<b>Educate public on good Hand washing with soap</b>			<b>Communicated educated</b>					<b>€2000</b>	<b>DACF</b>			<b>JMA</b>
	<b>Carry out premises inspection</b>			<b>Number of premises inspected</b>					<b>€5000</b>	<b>DACF</b>			<b>JMA</b>
<b>Promote capacity Building of Environmental health Staff</b>	<b>Organize In-Service training for Environmental Health Staff</b>			<b>Number of Environmental Officers trained.</b>					<b>€2000</b>	<b>DACF</b>			<b>JMA</b>
	<b>Update data on sanitation facilities</b>			<b>Data uploaded.</b>					<b>€2000</b>	<b>DACF</b>			<b>JMA</b>
<b>Promote proactive Planning towards Disaster prevention and Mitigation</b>	<b>Establish DVGs, Clubs, Maintenance And Training</b>	<b>Municipality</b>		<b>DVGs, Clubs established</b>					<b>€2,000</b>	<b>GOG</b>		<b>NADMO</b>	<b>JMA</b>
	<b>Workshop on prevention and Mitigation of disasters</b>	<b>Secretariat</b>		<b>Staff equipped with</b>					<b>€4000</b>	<b>GOG</b>		<b>NAMDO</b>	<b>JMA</b>
	<b>Purchase of strategic stocks</b>			<b>Relief items purchased</b>					<b>€7000</b>	<b>GOG</b>		<b>NAMDO</b>	<b>JMA</b>
	<b>Public Education and Sensitization Programs</b>			<b>Programs organized</b>					<b>€3000</b>	<b>GOG</b>		<b>NADMO</b>	<b>JMA</b>
	<b>Official disaster management Committee meetings</b>			<b>Approval and implementation of Plans</b>					<b>€2500</b>	<b>GOG</b>		<b>NAMDO</b>	<b>JMA</b>

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	<b>Desilting of major drains</b>			<b>Clear drains</b>						€5000	GOG			NAMDO	JMA
	<b>Monitoring and inspection of Hazard</b>									€2000	GOG			NADMO	JMA
	<b>Search, rescue, evacuation and Registration of victims</b>									€6000	GOG			NADMO	JMA
	<b>Evacuation and Registration of victims</b>									€3200	GOG			NADMO	JMA
	<b>Assessment of outbreaks, extents And cost of damages.</b>									€3000	GOG			NADMO	JMA
	<b>Distribution of relief items</b>									€2000	GOG			NAMDO	
	<b>Counselling of victims</b>									€1500	GOG			NADMO	Social Welfare
	<b>Purchasing of Stationaries</b>									€6000	GOG			NADMO	
	<b>Tree Planting Exercise</b>									€1500	GOG			NAMDO	JMA MOFA

**DEVELOPMENT DIMENSION: GOVERNANCE, CORRUPTION AND ENHANCED PUBLIC ACCOUNTABILITY**

**Goal 4: Maintain a stable, united and safe society**

Programme and Sub-programmes	Activities/ Projects	Location	Approach	Output Indicators	Time Frame				Indicativ	Funding Source			Implementing Dept./Agency		
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>		GOG	IGF	Donor	Lead	C'borati	

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Enhance service delivery	Provide logistics/financial support For security services			Improve service delivery					€6000	DACF			
Improved decentralized Planning	Support capacity building for MPCU	Municipal wide		Improve service delivery					€8,000		IGF		JMA
Deepen political and Administrative Decentralization	Procure Office Equipment and Furniture			Functional Administrative environment					€9,000		IGF		JMA
Enhance capacity for Policy formulation and Coordination	Undertake M&E reviews			Improved projects					€7,000		IGF		JMA
	Support the activities of the MPCU			Enhanced coordination					€9,000		IGF		JMA
	Undertake the preparation and implementation of Composite budget			Coordinated budget Implemented.					€6,000		IGF		JMA
	Develop a comprehensive Database for planning and Budgeting			Plan and budget coordination					€5000		IGF		JMA
Strengthen fiscal Decentralization	Capacity building of revenue Department to improve its Operational efficiency			Improved operational efficiency					€8,000		IGF		JMA
	Value properties in the municipality			Improved revenue generation					€1000		IGF		JMA
	Organise capacity building training For revenue collectors			Improved revenue generation					€8000		IGF		JMA



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	<b>Organize capacity building Programs for the zonal councils And assembly members</b>			<b>Improved service delivery</b>					<b>€1500</b>		<b>IGF</b>		<b>JMA</b>
	<b>Recruit more revenue collectors And provide logistics for revenue Collectors</b>			<b>Improved revenue generation</b>					<b>€2000</b>		<b>IGF</b>		<b>JMA</b>
	<b>Monitor revenue collection Activities</b>			<b>Improved revenue generation</b>					<b>€1500</b>		<b>IGF</b>		<b>JMA</b>
<b>Improper popular Participation</b>	<b>Support CSO Activities</b>			<b>Enhanced collaboration of Development actors</b>					<b>€5000</b>		<b>IGF</b>		<b>JMA</b>

**ACTION PLAN 2020**

**DEVELOPMENT DIMENSION: ECONOMIC DEVELOPMENT**

**Goal 1: Ensure an Improved Local Economic Development**

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Programmes and Sub-programmes	Activities/ Projects	Location	Bas	Output Indicators	Time Frame				Indicative	Funding Source			Implementing Dept./Agency	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>		GOG	IGF	Donor	Lead	C'borating
Ensure improved Skills development for Industry	Organize Training for The Unemployed Youth, PWDS4 And women Groups to acquire Employable skills	Municipality Wide(selected Communités within The municipality		Unemployed youth,PWDS and women groups equipped with employable skills					€8,000	DACF			JMA	
Promote private Sector development	To liaise with Private sectors in Creating more Business startups.	Municipality Wide							€ 12,000	DACF			JMA	
Formalize the Economy	Improve financial literacy Among youth and women Both formal and informal sector	Municipality Wide		Women and the youth equipped With financial literacy					€9,000			IGF	JMA	
Promote agriculture	Provide support for Small and medium scale Agro-processing enterprises By supporting 1D1F initiative	Municipality wide		Establishment of Enterprises					€15,000	DACF			JMA	
	Agriculture extension agents Make visit to farmers at least 3 times a week			Extension service delivery strengthened					€24000			MAC	MOFA	JMA
	Establish at least 3 major Field demonstration per AEA On cereal, legumes and vegetables To demonstrate good agric Practices.			Farmers adopt to improve Technologies					€3648			MAC	MOFA	JMA
	Conduct at least 2 field Days per AEA in both seasons			Adopt to improve technologies					€3200			MAC	MOFA	JMA
	Four(4) municipal development Officers to visit AEAs under the Supervision to guide and monitor			Agric programmes monitored					€7200			MAC	MOFA	JMA
	Oil palm leaf miners			Leaf miners held below threshold										

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	Conduct agric programmes Regularly to educate farmers on PjFs and GAPs			More people into farming					€1340			MAC	MOFA	JMA
Promote Agriculture and Rural Development	Carry out monitoring and Surveillance of pest and diseases of Major crops	Municipal Wide		Unexpected insurgence					€400			MAC	MOFA	JMA
	Organize one (1) plant clinic each Of 10 operational areas in the Municipality to educate farmers on Disease identification			Disease effectively controlled					€960			MAC	MOFA	JMA
	Expansion of mass cocoa spraying Exercise			Pest and disease prevented					€5,000			MAC	MOFA	JMA
Enhance the Application of science Technology and Innovation	Train and demonstration to 100 Women on processing of local food Fortification with soya	Municipal wide		Food quality improved					€1730			MAC	MOFA	JMA
	Train 5 gari processing groups on Gari fortification with soya beans and Food based nutrition.			Food quality improved					€1090			MAC	MOFA	JMA
	Train 30 agric staff integrated Nutrients management practices Including the use of poultry manure, Neem extract etc in vegetable production			Quality product obtained					€880			MAC	MOFA	JMA
	Sensitize farmers on conservation agriculture(No tillage)			No till faming adopted					€2832			MAC	MOFA	JMA
	Organize one Municipal Planning Session and quarterly technical review meetings with staff and other stakeholders			Field challenges reduced					€3933			MAC	MOFA	JMA
Demand driven approach To agric	Facilitate the linkage among 40 producers, traders, processors and	Municipal Wide		Actors operation eased					€1550			MAC	MOFA	JMA

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	exporters													
<b>Ensure improved public Investment</b>	<b>Organize a day workshop on farm ma and record keeping with 50 farmers</b>	<b>Municipal Wide</b>		<b>Farms performance accessed</b>					<b>€1920</b>			<b>MAC</b>	<b>MOFA</b>	<b>JMA</b>
<b>Promote livestock and Poultry development for Food security</b>	<b>Carry out disease surveillance on Domestic animals at 10 operational Areas in the municipality</b>	<b>10 Operational Zones. (Municipal wide)</b>		<b>Unexpected insurgence of Disesase</b>					<b>€400</b>			<b>MAC</b>	<b>MOFA</b>	<b>JMA</b>
	<b>Conduct routine vaccination Against CBPP for 500 cattle and PPR For 3000 sheep and goats</b>			<b>Reduced Mortality</b>					<b>€2760</b>		<b>IGF</b>		<b>MOFA</b>	<b>JMA</b>
	<b>Vaccinate 2000 dogs against Rabies in the municipality</b>			<b>Dog bite risk reduced</b>					<b>€3640</b>		<b>IGF</b>		<b>MOFA</b>	<b>JMA</b>
	<b>Train 20 poultry farmers on brooding formulation to enhance productivity</b>			<b>After harvest loss</b>					<b>€924</b>			<b>MAC</b>	<b>MOFA</b>	<b>JMA</b>
	<b>Train 30 pig farmers on production Management</b>			<b>Farmers gained knowledge</b>					<b>€1280</b>			<b>MAC</b>	<b>MOFA</b>	<b>JMA</b>
	<b>Organize 4 field tours for 80 producer, agric staff to enhance adoption of imp technologies.</b>			<b>Adoption of improved technologies</b>					<b>€5000</b>			<b>MAC</b>	<b>MOFA</b>	<b>JMA</b>
<b>Improved post-harvest management</b>	<b>Train staff and selected farmers on po handling of cereal and vegetables</b>			<b>Adoption of improved Technologies</b>					<b>€3100</b>			<b>MAC</b>	<b>MOFA</b>	<b>JMA</b>
<b>Promote agriculture as a Viable venture among The youth</b>	<b>Train 20 FBOs in relevant Technical area or skill to sustain the group</b>			<b>Empower farmers groups</b>					<b>€2200</b>			<b>MAC</b>	<b>MOFA</b>	<b>JMA</b>
	<b>Purchase of utilities(water, Electricity, Internet)</b>			<b>Kept office running</b>					<b>€2000</b>			<b>MAC</b>	<b>MOFA</b>	<b>JMA</b>

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	Maintenance and running of official vehicles and motorbikes			Kept office running					€4340			MAC	MOFA	JMA
	Maintenance of office equipment and purchase of stationery for office Use			Kept office running					€800			MAC	MOFA	JMA
	Selected farmers in 4 operational areas and yield studies of 10 major crops (SRID)			Yield estimation obtained					€5538			MAC	MOFA	JMA
	Train and facilitate staff on Result Oriented Reporting (ROR), data collection and analysis.			Good reports obtained					€1200			MAC	MOFA	JMA
	Staff (AEA & Nacob) once every two months on some new and existing technologies eg ,Aquaculture			Staff gained knowledge					€4400			MAC	MOFA	JMA
Planting for food, jobs, Export and rural Development	Capacity building for PERD/ DCACT beneficiaries	Municipal Wide		Job created					€9000				JMA	
Ensure improved public Investment	Establish 60,000 cocoa seedling to promote production			Job created					€50,000		IGF		MOFA	JMA
	Establish 60,000 oil palm seedling To promote production			Job created					€65,000		IGF		MOFA	JMA
	National farmers day			Hardworking farmers awarded					€50,000		IGF	MAC	MOFA	JMA
Promoting of Tourism	Increase awareness and publicity Of the tourist sites	Municipal Wide		Awareness created					€5000		IGF		JMA	

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<b>DEVELOPMENT DIMENSION: SOCIAL DEVELOPMENT</b>														
<b>Goal 2: Create a fair and inclusive society with opportunities for all</b>														
Programme and Sub-programmes	Activities/ Projects	Location	Bas	Output Indicators	Time Frame				Indicativ GH¢	Funding Source			Implementing Dept./Agency	
					1	2	3	4		GOG	IGF	Donc	Lead	C'borating
	Organise workshop on data management appropriate age capturing tools for 72 headquarters	Juaben		Workshop organized					¢650.00	GOG				
	Organize sensitization in all communities	Key selected comuni		Sensitization organized is selected communities	1	2	3	4	¢1,000	GOG		Donc	Lead	C'borating
Improved Social Service Delivery	Organize first day at school Ceremony for 37 schools	All schools		No. of Schools					¢1000		IGF	GOC	GES	
	Organize Inter circuit and Inter District sports and cultural festival In Basic and SHSs	Juaben Nobewam		No of circuits participating					¢20000	GOG			GES	
	Provide 250 pieces of pupils dual Desks for primary & junior high School	Selected schools		No. of sets of furniture provided					¢22500	DACF		NGC	JMA	CBOs
	Organize school selection and Career development seminar for 2500 JHS 3pupils and parents			No. of participants					¢7000	GOG		NGC	GES	CBOs
	Organize Inter circuit and Inter School quiz competition for 12000 Pupil	Juaben Schools		Number of participants (pupil)					¢5000	GOG		DAC	GES	
	Organise cluster based reading Festival for 12000 pupils with 10 Awards	Juaben		No of pupils awarded					¢6000	GOG		USA	GES	
	Organise Best Teacher and Workers Awards for 25 beneficiaries.	Juaben Schools		Number of teachers					¢30000		DACF		JMA	NGOs
	Organize two cluster based science,	Juaben,Nobewam,		Number of beneficiaries					¢6000		DACF	GOC	GES	



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	Technology, mathematics and Innovative education(STIME ) Clinics for 60 pupils	Bomfa																	
	Conduct regular monitoring Inspection in 109 public and Private schools	Selected communities		Number of school visited					€15000	GOG	DACF			GES					
	Promotion work inspection for 30 Teachers and officers	Juaben		Number of teachers inspected					€5000	GOG				GES					
	Organize ADEOP stakeholder Forum for 45 participant	Juaben		number of participants					€4500	GOG				GES					
	Conduct comprehensive inspection Of 276 public and private schools			Number of schools visited					€30000	GOG				GES					
Promote the economic empowerment of women	Organize skill training for women In income generating and management skills			Exposure to available economic Opportunities and good Management skills improved					€8000		IGF			JMA					
Ensure affordable, Equitable and easily Accessible quality Universal health coverage	Carry out public education for the Citizenry to register with the NHIS			Percentage increase in NHIS Registrants					€6000		IGF			GHS	JMA				
Reduce poverty and Inequality	Support the youth employment Programme			Large section of youth employed					€11,000	DACF				YEA	JMA				
Strengthened child Protection and welfare And interventions for The vulnerable	Sensitizing and monitoring			Enhance economic status					€6,000		IGF			SWCD	JMA				
	Quarterly visit to day cares			Activities monitored					€9,000		IGF			SWCD	JMA				
<b>DEVELOPMENT DIMENSION: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT DEVELOPMENT:</b>																			
<b>Goal 3: Safeguard the natural environment and ensure a resilient built environment</b>																			
Programme and Sub-programmes	Activities/ Projects	Location	Bas	Output Indicators	Time Frame				Indicativ	Funding Source			Implementing Dept./Agency						
Promoting spatially Integrated, balanced and Ordely human settlement Development.	Update spatial distribution map of Infrastructure provision within the Municipality by the Municipal Assembly	Municipality wide		Plan prepared being used by MPCU to involve infrastructure Provision in the municipality	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	€20,000	GOG	IGF	Donc	Lead	C'borating					
	update a Business map of land use Distribution within the municipality			Plan prepared and used for Revenue collection.					€20,000	GOG			PPD	JMA					
	Organize quarterly radio program On land use planning	Municipal wide		Structural plan prepared, approv And implemented.					€5,000		IGF		PPD	JMA/ Trac Authority					
	Update a municipal facility map For the municipalty	Municipal wide		Facility map prepared and Incorporated into the mdtp plan					€10,000		IGF		PPD	JMA					
	Implementation of street naming And property addressing project	Juaben Township		Installation of street signage poles					€50,000			UDG	PPD	JMA/SAT					
	Organize 4 technical sub committee Meetings	Juaben		Minutes of the meeting plans Recommended to SPC					€6,000		IGF		PDD	JMA					

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	<b>Organize statutory planning committee meeting</b>	<b>Juaben</b>		<b>Minutes of the meeting Plans approved</b>					<b>€6,000</b>		<b>IGF</b>		<b>PDD</b>	<b>JMA</b>
	<b>Coordinate with the works Department to intensify routine Inspection and enforcement of Building regulations</b>	<b>Juaben municipality</b>		<b>Physical development monitored And controlled Unauthorized development mitigated</b>										
<b>Improved efficiency of Raod transport and Infrastructure services</b>	<b>Potholes patching, grasscutting, Desilting of drains, raking and minor Concrete repairs of Juaben Town Roads 1.2 KM</b>	<b>Juaben</b>		<b>Improved road surface conditions</b>						<b>50230 / KM</b>			<b>Roads Dept</b>	<b>JMA</b>
<b>Enhance the quality of Life in the rural area</b>	<b>Educate landlords and tenant On proper waste management Practices</b>			<b>proper waste management practices</b>					<b>€4,000</b>		<b>DACF</b>			<b>JMA</b>
	<b>Fumigation of the transfer stations And the final disposal site</b>			<b>Refuse site fumigated</b>					<b>€3,000</b>		<b>DACF</b>			<b>JMA</b>
	<b>Organize quarterly review Meetings with stakeholders</b>			<b>Number of review Meetings organised</b>					<b>€4,000</b>		<b>DACF</b>			<b>JMA</b>
	<b>Educate pupils on proper waste Management practices</b>			<b>Number of schools visited</b>					<b>€5,000</b>		<b>DACF</b>			<b>JMA</b>
<b>Improve WATSAN in The municipality</b>	<b>Training and monitoring of WATSAN committees on proper Borehole management</b>			<b>Training Organised</b>					<b>€6,000</b>		<b>DACF</b>		<b>WATSAN</b>	<b>JMA</b>
	<b>Sensitize the public on the benefits Of a clean environment and the Dangers of unkempt environment</b>			<b>Improve in environmental management</b>					<b>€5000</b>		<b>DACF</b>		<b>WATSAN</b>	<b>JMA</b>
	<b>Educate public on good Hand washing with soap</b>			<b>Communicated educated</b>					<b>€2,000</b>		<b>DACF</b>		<b>WATSAN</b>	<b>JMA</b>
	<b>Carry out premises inspection</b>			<b>Number of premises inspected</b>					<b>€3,000</b>		<b>DACF</b>		<b>WATSAN</b>	<b>JMA</b>
<b>Promote capacity Building of Environmental health Staff</b>	<b>Organize In-Service training for Environmental Health Staff</b>			<b>Number of Environmental Officers trained.</b>					<b>€2,000</b>		<b>DACF</b>		<b>WATSAN</b>	<b>JMA</b>
	<b>Update data on sanitation facilities</b>			<b>Data uploaded.</b>					<b>€1,500</b>		<b>DACF</b>		<b>WATSAN</b>	<b>JMA</b>
<b>Promote proactive Planning towards Disaster prevention and Mitigation</b>	<b>Workshop on prevention and Mitigation of disasters</b>			<b>Staff equipped with</b>					<b>€1500</b>	<b>GOG</b>			<b>NAMDO</b>	<b>JMA</b>
	<b>Purchase of strategic stocks</b>			<b>Relief items purchased</b>					<b>€8000</b>	<b>GOG</b>			<b>NAMDO</b>	<b>JMA</b>
	<b>Public Education and Sensitization Programs</b>			<b>Programs organized</b>					<b>€1800</b>	<b>GOG</b>			<b>NADMO</b>	<b>JMA</b>
	<b>Official disaster management Committee meetings</b>			<b>Approval and implementation of Plans</b>					<b>€1800</b>	<b>GOG</b>			<b>NAMDO</b>	<b>JMA</b>

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	Desilting of major drains			Clear drains					€2800	GOG			NAMDO	JMA
	Preparation of hazard mappings And disaster plan			Plan prepared and put to use					€2500	GOG			NAMDO	
	Monitoring and inspection of Hazard			Inspection Conducted					€1800	GOG			NADMO	
	Search, rescue, evacuation and Registration of victims			System to rescue and register Instituted					€2000	GOG			NADMO	
	Assessment of outbreaks, extents And cost of damages.			Assessment conducted					€1500	GOG			NADMO	
	Distribution of relief items			Items distributed					€3,000	GOG			NAMDO	
	Counselling of victims			Victims counselled					€3,000	GOG			NADMO	Social Welfare
	Submission of Documents to Regional Office			Documents submitted					€700	GOG				
	Attendance of Official Meetings			Meeting Attended					€1200	GOG				

**DEVELOPMENT DIMENSION: GOVERNANCE, CORRUPTION AND ENHANCED PUBLIC ACCOUNTABILITY**

**Goal 4: Maintain a stable, united and safe society**

Programme and Sub-programmes	Activities/ Projects	Location	Bas	Output Indicators	Time Frame				Indicativ	Funding Source			Implementing Dept./Agency	
					1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>		GOG	IGF	Donor	Lead	C'borating
Enhance service delivery	Provide logistics/financial support For security services			Improve service delivery					€9,000		IGF		JMA	GPS
Improved decentralized Planning	Support capacity building for MPCU	Municipal wide		Improve service delivery					€10,000	DACF			JMA	
Deepen political and Administrative Decentralization	Procure Office Equipment and Furniture			Functional Administrative environment					€25,000		IGF		JMA	
Enhance capacity for Policy formulation and Coordination	Undertake M&E reviews			Improved projects					€9,000		IGF		JMA	
	Support the activities of the MPCU			Enhanced coordination					€8,000		IGF		JMA	
	Undertake the preparation and implementation of Composite budget			Coordinated budget Implemented.					€6,000		IGF		JMA	
	Develop a comprehensive Database for planning and Budgeting			Plan and budget coordination					€5,000		IGF		JMA	
Strengthen fiscal Decentralization	Capacity building of revenue Department to improve its			Improved operational efficiency					€4,000		IGF		JMA	

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	<b>Operational efficiency</b>												
	<b>Value properties in the municipality</b>			<b>Improved revenue generation</b>					<b>€4,500</b>		<b>IGF</b>		<b>JMA</b>
	<b>Organize capacity building training For revenue collectors</b>			<b>Improved revenue generation</b>					<b>€6,000</b>		<b>IGF</b>		<b>JMA</b>
	<b>Organize capacity building Programs for the zonal councils And assembly members</b>			<b>Improved service delivery</b>					<b>€3,000</b>		<b>IGF</b>		<b>JMA</b>
	<b>Recruit more revenue collectors And provide logistics for revenue Collectors</b>			<b>Improved revenue generation</b>					<b>€3,000</b>		<b>IGF</b>		<b>JMA</b>
	<b>Monitor revenue collection Activities</b>			<b>Improved revenue generation</b>					<b>€2,000</b>		<b>IGF</b>		<b>JMA</b>
<b>Improper popular Participation</b>	<b>Support CSO Activities</b>			<b>Enhanced collaboration of Development actors</b>					<b>€5,000</b>		<b>IGF</b>		<b>JMA</b>

ACTION PLAN 2021

## **CHAPTER SIX**

### **IMPLEMENTATION, MONITORING AND EVALUATION**

#### **6.1 Introduction**

Monitoring and Evaluation is a vital component for an effective plan preparation, implementation and management. Whilst monitoring activities are undertaken throughout plan implementation, evaluation needs to be undertaken at stages or phases, annually and end of the plan period even though both provided valuable feedbacks; which is the iterative nature of the planning process.

This Chapter therefore discusses and brings to the fore, monitoring and evaluation mechanisms embedded in the plan to ensure implementation of the plan do not only achieve the desired goals and objectives but also the envisaged effects and impacts.

The MPCU in accordance with the guidelines has selected some core indicators and Municipal indicators to be tracked as input into the National Annual Progress Report. These indicators include a monitoring or results framework outlining all indicators such as baselines and targets.

#### **6.2 Stakeholder Identification and Analysis**

The satisfaction and fulfillment of stakeholders' interest in project implementation is imperative to the realization of the activities earmarked for the planning period. Stakeholder identification, requires effort to identify, involve and keep stakeholders updated on projects. Stakeholder identification and analysis in this section explores various roles played by persons, groups, or organisations with interest in programmes, projects, policies or development plans of the Municipality and how the interventions of such PPPs affect them.

For an effective and vibrant M&E implementation, there is the need for stakeholder consultation. The involvement of stakeholders facilitates shared knowledge, transfer of information and skills as well as the capacities to fast track the M&E process. Premise on this, stakeholder analysis allows factors such as potential risk, conflicts and constraints to be resolved. This further opens opportunities and interpersonal nexus between the assembly and the stakeholders. Table 6.1 details the roles, the classification and the type of stakeholders involved in project implementation and preparation of the Juaben Municipal Assembly.

**Table 6.1 Stakeholder Identification**

Stakeholder	Classification	Roles
Decentralized Departments e.g. Works Department, Internal Audit, Environmental Health Department etc.	Primary	<ul style="list-style-type: none"> <li>• Support the MPCU to undertake evaluations and participatory M&amp;E with regards to the department</li> <li>• They collaborate with the MPCU in the realization of M&amp;E plans.</li> </ul>
RPCU	Primary	<ul style="list-style-type: none"> <li>• Provision of guidelines to DAs in the development of their M&amp;E plans.</li> </ul>
MPCU	Primary	<ul style="list-style-type: none"> <li>• They fast track the monitoring process and ensures that information collated is applied in project implementation</li> </ul>
Development Partners	Primary	<ul style="list-style-type: none"> <li>• Provision of support and capacity building in M&amp;E</li> <li>• Ensure that there is effective M&amp;E implementation plans and APRs.</li> </ul>
Local Communities	Primary	<ul style="list-style-type: none"> <li>• They ensure accountability</li> <li>• They also initiate community development</li> <li>• Data collection through site inspection</li> </ul>
Traditional Authorities, Civil Society Organizations (CSOs), Cooperate Societies, NGOs and FBOs	Primary/Secondary	<ul style="list-style-type: none"> <li>• Mobilization of community members for discussions and assessments</li> <li>• Facilitation of information dissemination and advocacy</li> </ul>
Juaben Municipal Assembly	Primary	<ul style="list-style-type: none"> <li>• Dissemination of M&amp;E plans and other relevant information</li> <li>• Provide an oversight to the programmes and projects of the assembly</li> </ul>
The Media e.g. Local Information Centers	Secondary	Dissemination of the draft M&E plans to the general public
Project Managers	Secondary	<ul style="list-style-type: none"> <li>• Undertake assessment of projects status</li> <li>• Provides a technical backstop to project implementation, risks and challenges</li> </ul>

Source: JMA, 2018.

From Table 6.1, it is expected that the identification and participation of all stakeholders will lead to sustained capacity building, dissemination and demand for M&E results.

### **6.3 Assessing Needs and Creating the Necessary Conditions and Capacities**

The scarcity of resources makes this a crucial aspect of the M&E plan preparation. For every project to be effectively implemented, there is a need for resources and staff capacity. In view of this, the needs and capacity of the Juaben Municipal Assembly is to be examined to ensure activities earmarked for the plan period are fully monitored.

This section therefore identifies the strengths and weaknesses of the Assembly in terms of staff and resources. The details of the assessment will also focus on the logistical capacity and staffing of the MPCU of the Juaben Municipal Assembly. Table 6.2 gives a summary of the resource needs and staff capacity of the Assembly. Table 6.2 gives a summary of the resource needs and staff capacity of the Assembly.



**Table 6.2 Assessing Needs and Creating the Necessary Conditions and Capacities**

Item	Status	Constraints/Challenges	Recommendations
MMTDP	The working availability of MMTDP that specifies the various projects, agencies/stakeholders responsible for undertaking various and implementation of M&E exercises	Inadequate resources/funds necessary to implement M&E plans and projects	Enhance stakeholder participation for the effective implementation and M&E plans
Human Resource	Availability of competent and highly trained working staffs (MPCU staff are .....holders )	Insufficient funds available to staff to implement M&E activities Inadequate motivation for staff to give out their best	There is the need to empower the sub-district structures to assist in M&E of projects in the community
Logistics	Availability of computers and one vehicle	Inadequate computers and vehicles necessary to facilitate the process of M&E activities	Various heads and other departments should provide motorbikes and relevant logistics to enable the M&E activities to be carried out smoothly.
Stakeholder	Involvement of a wider range of key stakeholders is expedient to fast track M&E activities	Irregular meetings with relevant stakeholders and also non-definition of roles to be performed by stakeholders	M&E should be more detailed and precise to specify the roles of stakeholders.

#### 6.4 Monitoring Matrix/Results Framework

According to the NDPC guidelines for the preparation of the MTDP (2018-2021), indicators are needed for measuring progress while targets are specific planned level of results expected to be

achieved within a time frame. These measurements lead to the stated goal and objectives indicated in the PoA and AAP.

Monitoring and Evaluation Matrix therefore provides a format to present inputs, outputs, outcomes and impacts for each objective in the MTDP and corresponding activities.

The core and Municipal indicators will be categorized into inputs, outputs, outcomes and impact indicators respectively in relation to adopted policy objectives. These indicators will also be disaggregated where possible into age, gender, location among others to enable effective monitoring. Table 6.3 details the monitoring results/matrix of the Assembly.

**Table 6.3 Monitoring/Result Matrix**

<b>Development Dimension: Economic Development</b>										
<b>Goal as adopted in DMTDP: To ensure an improved local economic development</b>										
<b>Policy Objective 1 (as adopted in MTDP, 2018- 2021)</b>										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
<b>Development Dimension: Social Development</b>										
<b>Goal as adopted in DMTDP: To create a fair and inclusive society with opportunities for all</b>										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
<b>Development Dimension: Environment, Infrastructure and Human Settlement Development</b>										
<b>Goal as adopted in DMTDP: To safeguard the natural environment and ensure a resilient built environment</b>										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			
<b>Development Dimension: Good Governance, Anti-Corruption and Enhanced Public Accountability</b>										
<b>Goal as adopted in DMTDP: To maintain a stable, united and safe society</b>										
Indicators	Indicator Definition	Indicator Type	Baseline 2017	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2018	2019	2020	2021			

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### **6.5 Mechanism for Data Collection, Collation, Analysis and Use of Results**

Provision is made for data to be collected from monitoring on physical and non-physical projects in the municipality. The responsibility of the MPCU is to collect, collate, process, validate and analyze the information gathered together with the results and status of the various projects or activities in relation to the indicators earmarked in the MMTDP. The PoA alongside the AAP from the MMTDP will aid the MPCU to draw information via the projects or programmes during the M&E process. The M&E register is updated quarterly based on site visits. Details of the register include; the contract sum, start and end date or time, location of site, sector in which a particular project is executed, source of funding as well as the status of the projects/activities.

Generally, data targeted for collection will focus on both primary and secondary data. On primary data collection, emphasis will be on the mandates of the MPCU and the sub-district structures as well as the tendering and contracts awards. Additionally, input data with specifics to government transfers and other relevant transfers from donor agencies and development partners, NGOs and IGF will be gathered. Output data will include constructional projects status, school enrolment levels, etc. On outcome/impact data, the focus will be on literacy rate, performance of BECE, infant and maternal mortality rate etc.

In addition to the primary data collection, secondary data will principally be collected by the MPCU. These data would be obtained from Development partners, NGOs, MDAs and other decentralized agencies like Ministry of Food and Agriculture (MOFA), National Census Reports from the Ghana Statistical Service and Community Water and Sanitation Agency. Both primary and secondary data collected would be validated and subject to review meetings to avoid or mitigate errors and ensure consistency. Information, findings, and lessons learnt with recommendations would be generated and analyzed and would be made readily available for utilization by the assembly, NDPC and other relevant stakeholders. Albeit to the aforementioned, data would be stored at the MPCU secretariat with effective backup system serving as the database with the information technology unit of the assembly. Table 6.4 details the data collection matrix to be used for capturing data of M&E purposes.

**Table 6.4 Data Collection, Collation, Analysis and Results Strategy Matrix**

Indicator	Data collection period	Data collection method	Data disaggregation	Results

## 6.6 Evaluation

Unlike monitoring, evaluation is mostly conducted into greater detail at the project level. It is aimed at assessing whether the resources invested in the project have yielded the desired results in terms of output and benefits and also to know whether the benefits are actually reaching the target population.

With reference to the NDPC guidelines for the preparation of M&E plans, MPCU are mandated to undertake a Mid-Term and Terminal Evaluations of the DMTDP. This is aimed at assessing the performance of projects and activities and to also ascertain the various interventions earmarked in the plan. Key areas to be considered in the process of evaluating the 2018-2021 development plan include the following;

- The concept and objectives of the evaluation
- The methods, scope and time frame for evaluation
- Stakeholder identification and analysis.

### **6.7 Dissemination and Communication Strategy**

Planning how M&E information is shared and discussed among key stakeholders and other decision makers is an essential yet often underestimated stage in the plan preparation and implementation process. It was therefore important for the MPCU to prepare a dissemination and communication strategy to guide effective publicity on the plan.

The preparation of the MMTDP (2018-2021) was a result of collaborative efforts of stakeholders within and outside the Municipality. The successful implementation of the plan therefore required some level of cooperation and collaboration from all stakeholders. Dissemination to all stakeholders is very crucial in meeting the plans objective. The plan will therefore be circulated to all stakeholders, development partners and NGOs operating within the Municipality to guide in the implementation of the programmes and projects. The soft copy of the plan would also be uploaded on the internet for all interested stakeholders and development partners to make easy reference.

Quarterly and annual reports on the implementation of programmes and projects will be submitted to NDPC and RPCU. Copies of these reports will be made available to interested stakeholders and development partners.

In order to assess the performance of the Municipality along implementation of the MMTDP, there is the need to create a platform for all stakeholders to assess the performance of the Municipality. In this regard, annual performance review workshops will be organized to measure the performance of the in all sectors relating to the implementation of the plan. Participation of all stakeholders will be

paramount so that, collectively the performance of the Municipality would be assessed and also general feedback on the performance of all sectors. The idea is that, all stakeholders will appreciate better, the importance of their individual roles towards the collective implementation and success of the MTDP.

## **6.8 Communication**

Communication is the process of transmitting (sending) information and common understanding from one person to another (Keyton, 2011). According to Mambert (1971:4), a person communicates with another “to change what he thinks or does not think, feels or does not feel, knows or does not know”.

Developing a communication strategy is purposely aimed at the dissemination information, promotion of dialogue and generation of feedback with regards to problems that impede the development of the Juaben Municipality.

It also helps identify potentials that can be exploited to enhance development and identify areas for interventions. The communication plan also creates awareness on the role of every stakeholder in assisting the Municipality achieve its set goals and objectives.



**Table 6.5 Communication Plan for MTDP 2018- 2021**

<b>Activity</b>	<b>Purpose</b>	<b>Audience</b>	<b>Method/Tool</b>	<b>Timeframe</b>	<b>Responsibility</b>
Community sensitization	To create awareness on the MTDP	Community Members; TA	Community Durbars	Quarterly	MCD/MDPO/Chair man of Devt. Planning Sub-Committee
MCPU Meeting	To go through framework and guidelines	MCPU; Selected Heads of Departments and Units	Power Point Presentation	1 <sup>st</sup> Quarter	MDPO
Meeting with political leadership and stakeholders	To get them to appreciate the MTDP	MCE; Presiding member; MPs and Chairpersons of the sub- committees	Presentation	1 <sup>st</sup> Quarter	MPCU
Town hall meeting	To get Stakeholders to appreciate the MTDP	All Stakeholders	Power Point Presentation	1 <sup>st</sup> Quarter	MPCU
Executive Committee Meeting	To update stakeholders on the status of plan execution	Executive Committee ; General Assembly	Round table discussion	Prior to each Assembly Meeting	MPCU
Area Council Level Public hearing	Gather data on needs and solicit inputs	Area Council Members; Community Members; Assembly Members	Meeting using flip chart	3 <sup>rd</sup> Quarter	MPCU
General Public	Formulate goal	Stakeholders	Power Point	3 <sup>rd</sup> Quarter	MPCU

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Hearing	development option focus		Presentations		
Final public Hearing	To go through the draft plan	Stakeholders	Power Point Presentations	3 <sup>rd</sup> Quarter	MPCU
Town Hall Meetings	Access the level of implementation	Stakeholders	Power Point Presentations	3 <sup>rd</sup> Quarter	MPCU

**Source: JMA MPCU, 2018**