NEW JUABEN SOUTH MUNICIPAL ASSEMBLY

MEDIUM-TERM DEVELOPMENT PLAN 2026-2029

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

ACKNOWLEDGEMENTS

We want to express our gratitude to all stakeholders, MPCU members, all heads of departments and institutions, Honourable Assembly members, STAR Ghana Foundation, and 'Kofkro Partners' who contributed to the production of the 2026-2029 Medium-Term Development Plan for New Juaben South Municipality. Your dedication, perseverance, and tireless efforts have shaped this plan.

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FOREWORD

The 2026-2029 Medium-Term Development Plan (MTDP) of the New Juaben South Municipal Assembly outlines our strategic vision for sustainable development aligned with our national vision. This plan focuses on priority areas to address pressing challenges and leverages opportunities to enhance the quality of life for people living in our municipality.

To ensure that the MTDP genuinely reflects the needs and aspirations of our people, we adopted a participatory approach in gathering information for its preparation. This involved conducting needs assessments across all the Zonal Councils in the municipality, holding community engagements and town hall meetings to gather insights and picking inputs from the Koforidua Youth Manifesto.

Through stakeholder participation and evidence-based policies in our planning processes, we can drive economic transformation, promote social inclusion, and ensure environmental sustainability. This process embodies our collective ambition to contribute meaningfully to the realisation of our municipality’s vision in particular and our national vision in general.

On behalf of the New Juaben South Municipal Assembly, I wholeheartedly endorse the (2026-2029) Medium - Term Development Plan of which affects our collective aspiration and commitment to the municipality’s progress. I wish to urge all stakeholders and development partners to find time to read this document to join us in implementing these strategic priorities for a brighter future.

As an Assembly, we are proud to align our strategic priorities with the 2030 Sustainable Development Goals (SDGs) and Agenda 2063 our Assembly’s initiatives in infrastructural activities, education, healthcare, gender equality, social inclusion, environmental sustainability and economic empowerment directly contribute to our plan goals, reinforcing our commitment to our municipalities' development. We pledge to collaborate with central government, development partners, CSOs and our communities to drive impactful results and improve the quality of life of our people.

This MTDP charts our Municipalities’ path to prosperity, prioritising inclusive growth, job creation and sustainable development. This is a call to action for all stakeholders to unite and drive transformative change.

We wish to express our sincere appreciation to all stakeholders whose contributions made the preparation of this Plan possible. The Decentralized and Non-Decentralized Departments, Assembly Members, Traditional Authorities, Religious Bodies, Civil Society Organizations, STAR-Ghana Foundation, 'Kofkro' Project Partners, are our most valued citizens.

With your continued partnership, we are confident that together we can successfully implement this Plan and secure a better future for all.

HON. RANSFORD OWUSU BOAKYE
MUNICIPAL CHIEF EXECUTIVE

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AAPs	-	Annual Action Plans
AIDS	-	Acquired Immune Deficiency Syndrome
ANC	-	Antenatal Clinic
ANU	-	All Nations University
APR	-	Annual Progress Report
AU	-	African Union
BECE	-	Basic Education Certificate Examination
CBD	-	Central Business District
CHPS	-	Community-based Health Planning Service
CIDA	-	Canadian International Development Agency
CNC	-	Centre for National Culture
CPESDP		Coordinated Programme of Economic and Social Development Policies
CSOs	-	Civil Society Organisations
CWC	-	Child Welfare Clinic
CWSA	-	Community Water and Sanitation Agency
DACF	-	District Assemblies Common Fund
DACF-RFG	-	District Assemblies Common Fund-Responsive Factor Grant
DMAC	-	Divine Mother And Child
DMTDP	-	District Medium Term Development Plan
DSWCD	-	Department of Social Welfare and Community Development
DVGs	-	Disaster Volunteer Groups
EC	-	Electoral Commission
EPA	-	Environmental Protection Authority
FDA	-	Food and Drugs Authority
GDHS	-	Ghana Demographic and Health Survey
GEA	-	Ghana Enterprise Agency
GHS	-	Ghana Health Service
GIFMIS	-	Ghana Integrated Financial and Management Information System
GoG	-	Government of Ghana
GPI	-	Gender Parity Index
GPRTU	-	Ghana Private Road Transport Union
GRA	-	Ghana Revenue Authority
GSA	-	Ghana Standards Authority
GSCSP	-	Ghana Secondary Cities Support Programme
GSFP	-	Ghana School Feeding Programme
GSS	-	Ghana Statistical Service
GWL	-	Ghana Water Limited
IDA	-	International Development Agency
IGF	-	Internally Generated Fund
JHS	-	Junior High School

KG	-	Kindergarten
KTU	-	Koforidua Technical University
KVIP	-	Kumasi Ventilated Improved Pit
LEAP	-	Livelihood Empowerment Against Poverty
LED	-	Local Economic Development
M & E	-	Monitoring and Evaluation
MDA	-	Ministries, Departments and Agencies
MMDAs	-	Metropolitan Municipal and District Assemblies
MOFA	-	Ministry of Food and Agriculture
MPCU	-	Municipal Planning Co-ordinating Unit
MPI	-	Multidimensional Poverty Index
MRACLS	-	Multi-Round Annual Crop and Livestock Survey
MSME	-	Micro, Small and Medium Enterprises
MTDP	-	Medium -Term Development Plan
MTNDPF	-	Medium -Term National Development Policy Framework
MTTD	-	Motor Traffic and Transport Department
NADMO	-	National Disaster Management Organisation
NCCE	-	National Commission for Civic Education
NDPC	-	National Development Planning Commission
NGO	-	Non-Governmental Organization
NHIS	-	National Health Insurance Scheme
NJSMA	-	New Juaben South Municipal Assembly
PFJ	-	Planting for Food and Jobs
PHC	-	Population and Housing Census
PNDCL	-	Provisional National Defence Council Law
POA	-	Programme of Actions
POCC	-	Potential, Opportunities, Constraints and Challenges
PURC	-	Public Utilities Regulatory Commission
PWDs	-	People With Disabilities
RFJ	-	Rearing for Food and Jobs
SDGs	-	Sustainable Development Goals
SHS	-	Senior High School
SMEs	-	Small and Medium Enterprises
STIs	-	Sexually Transmitted Infections
STME	-	Science, Technology and Mathematics Education
TA	-	Traditional Authority
TVET	-	Technical and Vocational Education and Training
UN	-	United Nations
UNICEF	-	United Nations International Children’s Emergency Fund
URTI	-	Upper Respiratory Tract Infections
WHO	-	World Health Organisation
YEA	-	Youth Entrepreneurship Agency

EXECUTIVE SUMMARY

Introduction

L.I 2232 of the National Development Planning (System) Regulations, 2016 mandates the district planning authority, through the District Planning Coordinating Unit (DPCU), to commence the preparation of a district development plan based on the national development policy framework and guidelines issued by the NDPC. In accordance with the procedures outlined in the regulations, this Medium-Term Development Plan (MTDP) 2026-2029 was formulated to achieve the Country's vision of "Resetting Ghana: Creating Jobs, Ensuring Accountability and Promoting Shared Prosperity".

This development plan aligns with our national development aspirations and addresses regional and global frameworks, including the African Union Agenda 2063 and the Sustainable Development Goals (SDGs).

New Juaben South Municipal Assembly has made significant progress in the last four years in improving the lives of the people. The municipality has improved significantly in education, health, water and sanitation, infrastructure, and governance.

Nevertheless, the municipality continues to face several urgent challenges. Unemployment remains high, restricting economic opportunities for many citizens. Furthermore, inadequate sanitation facilities and a poor road network have hindered both public health and mobility. Despite the growth potential, many revenue sources remain unexplored, limiting the municipality's ability to fund essential services. As a result, the local economy has not expanded as quickly as expected, emphasising the need for targeted interventions and sustainable development strategies.

This plan therefore outlines targeted interventions to address the needs of a diverse society, with particular attention to young people and marginalised and vulnerable groups, now and in the future. The plan aims to reduce unemployment, improve infrastructure, enhance security, increase citizens' participation in decision-making, and eradicate poverty.

Processes of Preparing the Plan

The Municipal Planning Coordinating Unit (MPCU) adhered to the established procedures for the preparation and approval of the District Medium-Term Development Plan (DMTDP) through the following key steps:

Community Needs Assessment

- An orientation workshop was held for MPCU members to familiarise them with the new national planning guidelines.
- A sixteen (16)-member Plan Preparation Team was constituted to lead the plan preparation process.
- Public sensitisation on the preparation of the 2026–2029 MTDP was carried out at the radio stations and at community engagements.
- Data were collected from the departments of the Assembly, relevant agencies, and Assembly members using structured questionnaires and interviews.
- Needs assessments were held at the Zonal Council level.
- A town hall meeting was organised with community members, using an idea-generation approach to further identify local needs and priorities.
- Meetings of the Development Planning Sub-Committee and the MPCU were held to set development priorities.
- A final public hearing was held to present the draft development plan and for solicit feedback.

Idea Generation

Scope and Direction of the Plan

An extensive situational analysis of the Municipality, conducted using SWOT and problem tree analysis, revealed that the local economy is performing below its potential. This underperformance persists despite notable increases in internally generated revenue, a vibrant and active labour force, and the expansion of income-generating ventures. The sluggish pace of economic growth was attributed to key challenges, including high unemployment, inadequate revenue mobilisation, and a rising cost of living, among other structural and social constraints.

In addressing these development challenges, the 2026–2029 Medium-Term Development Plan (MTDP) was strategically aligned with four out of the five national development dimensions outlined in the Coordinated Programme of Economic and Social Development Policies (CPESDP). These dimensions align with their corresponding goals, which will guide the Assembly's interventions and resource allocation over the Plan period.

The development dimensions and their focus areas are as follows:

1. **Economic Development** - Enhancing job creation, promoting local economic development, and improving revenue mobilisation.
2. **Social Development** - Expanding access to quality health, education, and social protection services, with emphasis on youth and vulnerable groups.
3. **Environment and Human Settlement** - Promoting sustainable environmental practices, improving waste management, and enhancing spatial planning and urban development.
4. **Governance and Institutional Development** - Strengthening local governance systems, accountability mechanisms, citizen participation, and institutional capacity.

The fifth dimension, International Relations, although important at the national level, will not be prioritised in this MTDP due to the Municipality's current development focus and capacity. However, relevant opportunities in that area may be explored where necessary, mainly through partnerships and decentralised cooperation.

This strategic focus ensures that the Municipality addresses its most pressing development issues, leveraging existing potentials, and aligns effectively with national development priorities.

Indicative Budget, Financial Plan and Expected Outcomes

The successful implementation of the Medium-Term Development Plan (MTDP) over the four years (2026–2029) is projected to require an estimated total amount of Two Hundred and Thirty-Nine Million, Six Hundred and Ninety-Six Thousand, Eight Hundred and Sixty-One Ghana Cedis, Seventy Pesewas (GH₵239,696,861.70).

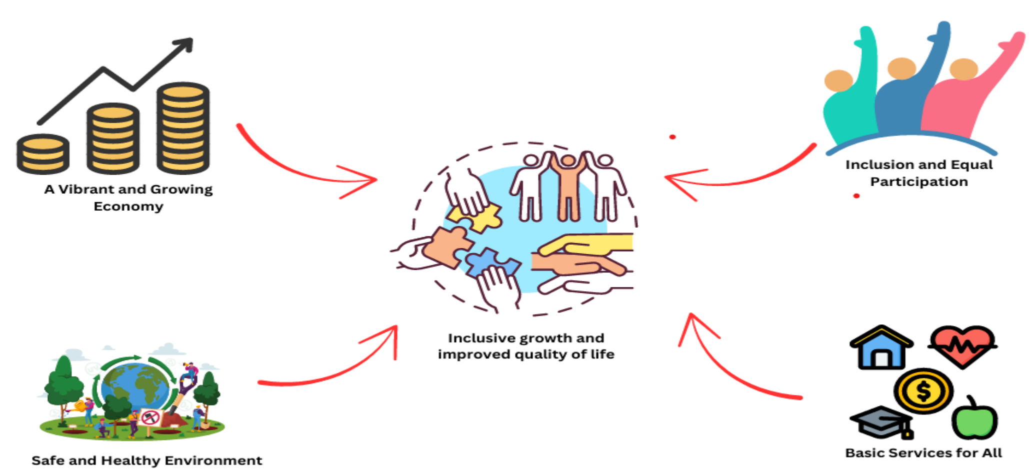
The allocation of the budget across development sectors is as follows: Markets and economic infrastructure: 42%**,** Education 13%, Sanitation 14%, Road Infrastructure 8%, Health: 5% and the other programmes (18%) representing civic engagement, climate change adaptation, skills development, entrepreneurship training, agriculture, and social protection.

The financing strategy for the plan relies on both external and internal funding sources, as well as grants from non-governmental organisations (NGOs) and development partners. Key external sources include Central Government Transfers, the District Assemblies Common Fund (DACF), the DACF-Responsive Factor Grant (RFG), Public-Private Partnership (PPP) arrangements, the Ghana Secondary Cities Support Programme (GSCSP/IDA), the Ghana Sustainable Cities Strategy, and other Government of Ghana (GoG) budgetary allocations.

Internally Generated Funds (IGF) will be strategically mobilised through property rates, royalties, licenses, fees, and fines, as well as other innovative local revenue streams.

The implementation of this Plan is expected to significantly enhance the socio-economic well-being of residents in the Municipality. Guided by the four key goals depicted in the figure below, the plan aims to increase job creation, improve sanitation and environmental practices, enhance access to quality education and healthcare, expand infrastructure for roads and water, and strengthen accountability and citizen participation in local governance.

The Municipality We Want



***Source: Planning Unit, NJSMA, 2025*.**

Structure of the Plan

The structure of this Medium-Term Development Plan is organised into eight chapters. Chapter one presents the general introduction, outlining the institutional background of the New Juaben South Municipal Assembly and detailing its vision, mission, mandate, core functions, values, and organogram. Chapter two assesses the performance of the previous year's plan, including its finances, provides an overview of the current development situation and highlights key challenges facing the Municipality. Chapter three outlines the prioritised developmental issues based on the situational analysis. Chapter four focuses on formulating development goals, objectives, and strategies in response to the identified priorities. Chapter five presents development programmes derived from the strategies, assesses available resources, and applies Strategic Environmental Assessment (SEA) tools to evaluate their sustainability. Chapter six outlines the annual action plans, including ongoing and abandoned projects. Chapter seven details the monitoring and evaluation framework, the indicators for tracking the MTDP, and the evaluations that would be conducted. Finally, Chapter eight discusses the communication strategies that will be used to track progress and engage stakeholders throughout the implementation period.

CHAPTER ONE
GENERAL INTRODUCTION

1.0 Introduction

This chapter offers an overview of the New Juaben South Municipal Assembly. It details the Assembly's vision, mission, functions, mandate, core values, and organisational structure (organogram). The chapter concludes by presenting the structure of the development plan.

1.1 Vision

To be the leading Local Government Institution promoting inclusive and sustainable socio-economic development within the municipality.

1.2 Mission

The New Juaben South Municipal Assembly exists to improve the socio-economic well-being of the people through accountable, transparent, and efficient service delivery in a responsive and participatory local governance system.

1.3 Functions New Juaben South Municipal Assembly

The functions of the New Juaben South Municipal Assembly are outlined in the Local Governance Act, 2016 (Act 936). The key functions of the Assembly are as follows;

1. **Exercise of Political and Administrative Authority**: The Assembly exercises political and administrative authority in the municipality, promotes local economic development, and provides guidance, direction and supervision to other administrative authorities in the municipality.
2. **Overall Development of the Municipality**: The Assembly is responsible for the municipality's overall development.
3. **Resource Mobilisation**: it formulates and executes plans, programmes and strategies for the effective mobilisation of the resources necessary for the overall development of the municipality.

4. **Promote and support productive activity and social development in the municipality,** and remove any obstacles to initiative and growth.
5. **Sponsor the education of students** from the municipality to fill specific workforce needs, especially in the social sectors of education and health, ensuring that sponsorship is fairly and equitably balanced between male and female students.
6. **Development of basic infrastructure and Provision of Services**; it initiates programmes for the development of basic infrastructure and provides Municipal works and services in the municipality.
7. **Management of Human Settlements and the Environment**: it is responsible for the development, improvement and management of human settlements and the environment in the municipality;
8. **Maintenance of Security and Public Safety:** In co-operation with the appropriate national and local security agencies, the Assembly is responsible for maintaining security and public safety in the municipality.
9. **Access to Justice: The Assembly ensures ready access to courts in the municipality to promote** justice.
10. **Preservation of Cultural Heritage:** It acts to preserve and promote the cultural heritage within the municipality.
11. **Initiate and carry out studies;** initiate, sponsor or carry out studies that may be necessary for the discharge of any of the duties conferred by this Act or any other enactment.
12. **Perform any other functions** that may be provided under another enactment. e.g.:

- ♦ Registration of Birth and Death Act, 1965 (Act 301)
- ♦ Sections of the Criminal Code, 1960 (Act 29)
- ♦ Control and Prevention of Bushfires Law, 1990 (PNDCL 229)

13. **Execution of Approved Development Plans**: The Assembly takes necessary steps to execute approved development plans for the municipality, guiding and supporting sub-district local government bodies, public agencies, and local communities in their roles.
14. **Encouragement of Joint Participation**: It initiates and encourages joint participation with other persons or bodies to execute approved development plans and promotes or encourages others to undertake projects under these plans.

15. **Monitoring of Projects**: The Assembly monitors the execution of projects under approved development plans to ensure alignment with set objectives.

1.4 Mandate

The mandate of the New Juaben South Municipal Assembly (NJSMA) is enshrined in Ghana's Local Governance Act of 2016 (Act 936) and is designed to address the specific needs of its citizens.

The NJSMA is responsible for planning and executing local development, delivering public services, mobilising resources, regulating local matters, and promoting economic and social progress in an inclusive and transparent manner.

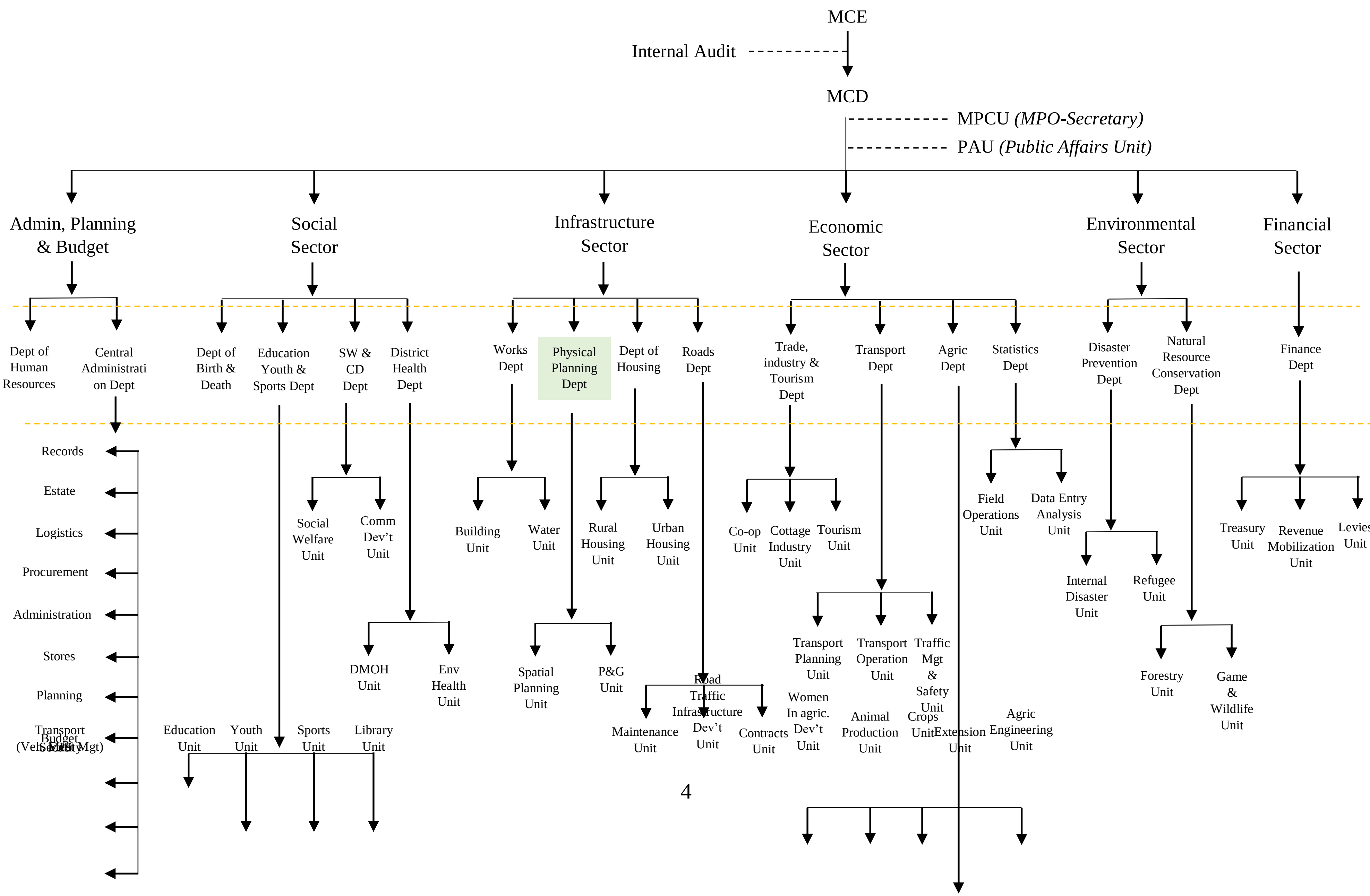
1.5 Core Values

The core values of the Assembly are professionalism, transparency and accountability, client focus, and the efficient and effective utilisation of resources.

1.6 Organisational Structure of the New Juaben South Municipal Assembly

The organogram of the New Juaben South Municipal Assembly provides a visual overview of the Assembly's administrative and governance structure. It illustrates the management hierarchy, including the Municipal Chief Executive, the Municipal Coordinating Director, departmental heads, and various statutory committees. The organogram serves as an essential tool for clarifying roles, responsibilities, and reporting lines within the Assembly.

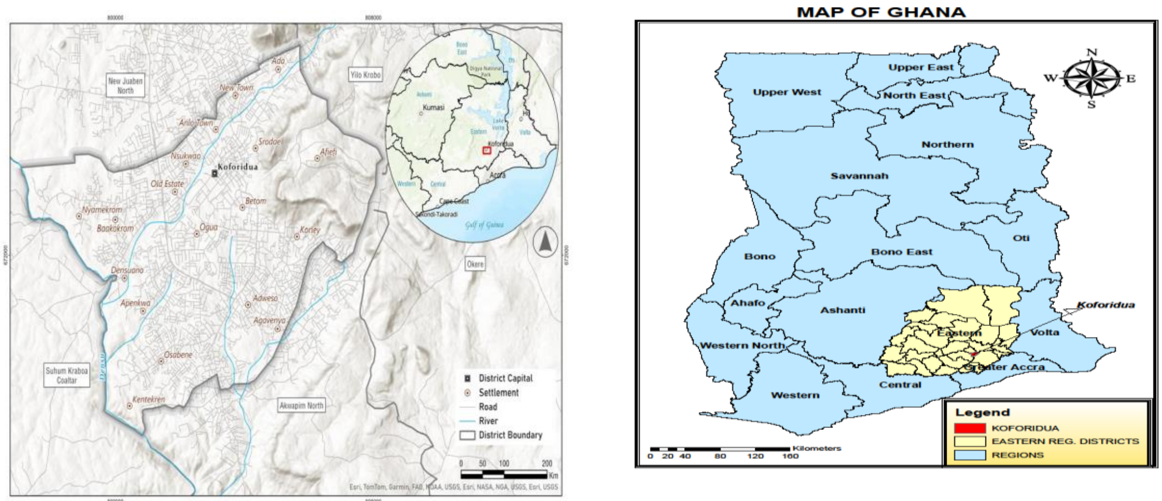
Figure 1.0: New Juaben South Organogram



1.7 Location

New Juaben South Municipal Assembly is one of the thirty-three (33) Municipal Assemblies in the Eastern Region of Ghana, with Koforidua as its capital. It covers a land area of sixty square kilometres (60sq.km). It shares boundaries to the North with New Juaben North Municipal Assembly, to the South-East with Akwapim North Municipal and to the East with Yilo Krobo Municipal Assembly.

Figure 1.1: Locational Map of New Juaben South



Source: GLODA 2025

Structure of the 2026–2029 Medium-Term Development Plan (MTDP)

The 2026–2029 Medium-Term Development Plan is organised into eight (8) chapters to guide the municipality's development efforts systematically. A brief description and rationale for these chapters are as follows;

- Chapter One: Municipal Profile - Introduces the Municipal Assembly and its foundational elements.
- Chapter Two: Situational Analysis - Assesses the current development status, challenges, and opportunities.
- Chapter Three: Prioritised Development Issues - Identifies and ranks key issues based on analysis and consultation.

- Chapter Four: Development Goals, Objectives, and Strategies - Defines the plan's aspirations and how they will be achieved.
- Chapter Five: Development Programmes and Resource Analysis - Outlines specific interventions and the resources required for them.
- Chapter Six: Annual Action Plans - Details year-by-year projects, programmes, and targets.
- Chapter Seven: Monitoring and Evaluation (M&E) Framework - Establishes how progress will be tracked and assessed.
- Chapter Eight: Communication Strategy - Explains how the plan will be shared and stakeholder feedback managed.

CHAPTER TWO
SITUATIONAL ANALYSIS

2.0 Introduction

This chapter offers a situational analysis of the municipality by evaluating the performance of the 2022–2025 Medium-Term Development Plan. It highlights the achievements and challenges faced during its implementation. Additionally, it reviews the financial resources received throughout the planning period. The chapter concludes with an outline of the municipality's current conditions.

The analysis uses data from various institutions, stakeholder feedback, and a desktop review of the previous plan to gain a clear understanding of the Municipality's strengths, weaknesses, threats, opportunities, and primary needs. This situational analysis serves as the evidence base for prioritising development challenges and designing appropriate strategies in subsequent sections.

2.1 Performance Review

The performance review is vital for guiding the development of the Medium-Term Development Plan (MTDP). It assesses past achievements and challenges, ensures the effective use of resources, and promotes accountability. This section was carried out in line with the monitoring indicators in the M&E framework for 2022 to 2025. The reference documents included the Annual Progress Reports and the quarterly reports from departments and other institutions.

Table 2.0 provides a performance review of selected indicators for the period 2022-2025.

Table 2.0: Performance Review

DEVELOPMENT DIMENSION	INDICATOR	BASELINE 2021	2022-2025 MEDIUM-TERM TARGET	CUMULATIVE ACHIEVEMENT		REMARKS
				YEAR	DATA	
ECONOMIC DEVELOPMENT						
Agriculture	**Change in the Average productivity of selected crops.**					
	i. Maize	4.8 MT	221MT	2025	176.62MT	Target not achieved
	ii. Cassava	42.2 MT	70MT	2025	62.15MT	
	iii. Yam	862 MT	N/A	2025	N/A	
	iv.Cocoyam	5.5 MT	20MT	2025	13MT	
	v. Plantain	3.8 MT	20MT	2025	15.39MT	
	vi.Cattle	1306	200	2025	128	
	vii. Sheep	669	1,000	2025	1,109	
	viii. Goat	648	700	2025	821	
	ix.Pig	296	200	2025	187	
	x. Poultry	74,237	5,000	2025	13,500	
	Average productivity of selected crop (mt/ha):	2.47	2.6	2025	1,794.5	Target not achieved
	Percentage of arable land under cultivation	88%	70%	2025	70%	Farmlands are gradually being converted into residential and commercial properties.
Job Creation	**Change in employment rate in the municipality**					
	Employment rate	88.9%	95%	2025	89%	Reliable data on the number of new jobs created is a challenge
Revenue	Percentage Change in IGF	23.7%	20%	2025	12.6%	There was a significant improvement in IGF in 2024
SOCIAL DEVELOPMENT						
Education	**Net Enrolment Ratio**					
	i. Kindergarten	69.0%	75%	2025	69.5%	Generally, enrolment increased across all levels, with a marginal decrease in 2024.
	ii. Primary	77.0%	83%	2025	88%	
	iii. JHS	63%	67%	2025	78%	
	Gender Parity Index					

	i. Kindergarten	i. Kindergarten	0.71	2025	0.99	The GPI analysis shows a gap at the KG level, where girls' enrolment is lower than boys'. At the Primary, JHS, and SHS levels, girls' enrolment improved.
	ii. Primary	ii. Primary	1.15	2025	1.01	
	iii. JHS	iii. JHS	1.2	2025	1.12	
	iv. SHS	iv. SHS	1.6	2025	1.00	
	Completion Rate					
	i. Kindergarten	60%	64%	2025	69%	There was an improvement in completion rate at all levels
	ii. Primary	65%	68%	2025	73%	
	iii. JHS	70%	75%	2025	77.9%	
	iv. SHS	67%	73%	2025	76%	
	Pass Rate					
	i. JHS	74%	70%	2024	65%	Even though the majority of candidates passed, the performance did not meet the target.
	ii. SHS	70%	78%	2024	N/A	
Health	**Count of functional health facilities**					
	i. CHP Compound	34	34	2025	34	All health facilities in the municipality are operational; however, the infrastructure is inadequate to fully support CHPS Zones, limiting the reach and effectiveness of primary healthcare delivery.
	ii. Clinic	12	24	2025	24	
	iii. Health Centre	4	4	2025	4	
	i. Polyclinic	1	1	2025	1	
	v. Hospital	2	2	2025	2	
	Prevalence of malnutrition (institutional)					
	Wasting	0	0	2025	0	There is a significant malnutrition challenges in the municipality. Addressing maternal anaemia is critical. Continuous counselling on good nutrition is encouraged.
	Underweight	0	0	2025	0.13	
	Stunting	0.01	0	2025	0.01	
	Overweight	0	0	2025	0	
	Maternal mortality ratio (Institutional)	656.4/100000 live births	600/100000live births	2025	808/100000 live births	High maternal mortality was recorded. All recorded maternal deaths were audited.
	Malaria case fatality (Institutional)					
	1. District level	0	0	2025	0	Successful implementation of the malaria elimination programme.
	2. Under five years	0	0	2025	0	
	3. Women between 15-49	0	0	2025	0	
	Proportion of the population who have tested positive for COVID-19	500	150	2025	7	

	Number of births and deaths registered.					
	i. Birth (sex)	3,329	3,000	2024	2,860	
	ii. Death (sex, age group)	1838	2,000	2024	1,849	
	Percentage of population with sustainable access to safe drinking water sources					
	i. District	72%	82%	2025	77%	
	ii. Urban	75%	85%	2025	82%	
	iii. Rural	68%	80%	2025	72%	
Water and Environmental Sanitation	**Proportion of population with access to improved sanitation services**					
	i. District	60%	80%	2025	65%	About one-third of the population lacks access to improved sanitation services.
	ii. Urban	60%	80%	2025	70%	
	iii. Rural	60%	80%	2025	20%	
Social Protection	Number of LEAP beneficiary households	731	730	2025	685	Need to strengthen awareness and support programs to protect vulnerable children from emerging risks.
	Number of child violence cases benefiting from social welfare/social services	4	25	2025	29	
	Number of people reached with child protection and SGBV information	1,571	1,000	2025	946	
	Number of recorded cases of child trafficking and abuse					
	i. Child trafficking (sex)	6	0	2025	0	Need to strengthen awareness and support programs to protect vulnerable children.
	ii. Child labour	0	1	2025	0	
	iii. Sexual abuse	6	0	2025	1	
	iv. Emotional abuse	0	0	2025	5	
	v. Neglect	3	2	2025	4	
	vi. Early marriage	0	0	2025	0	
	vii. Female Genital Mutilation	0	0	2025	0	
	viii. Family-Child Separation	11	20	2025	7	
ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT						
Road Network	**Percentage of Road Network in Good Condition**					
	i. District	92%	100%	2025	95%	Road infrastructure has seen remarkable improvement, marked by the construction of key roads and the provision of the DRIP machine
	ii. Urban	90%	100%	2025	95%	
	iii. Rural	84%	100%	2025	94%	
	Percentage of communities covered by electricity					

Electricity Coverage	District	92%	100%	2025	95%	Almost all households in the municipality have access to electricity
	Urban	90%	100%	2025	95%	
	Rural	84%	100%	2025	94%	
Disaster Management	**Change in the number of communities affected by disaster**					
	Fire	8	5	2025	6	The Municipality continues to grapple with recurrent windstorms and flooding during peak rainy seasons.
	Flood	6	5	2025	1	
	Wind/ Rain Storm	10	5	2025	2	
GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY						
Security	**Number of reported cases of selected crime**	Baseline 2022	Target			There is a need to strengthen law enforcement and enhance residents' protection against frequent crimes such as theft and fraud.
	Stealing	345	200	2023	258	
	Armed robbery	3	0	2025	1	
	Defrauding by pretence	75	25	2023	38	
	Murder	2	0	2025	1	
	Police Citizen Ratio					
IMPLEMENTATION, COORDINATION, MONITORING AND EVALUATION						
2022-2025 MTDP Implementation	Percentage of 2022-2025 MTDP Implemented	72%	75%	2025	84%	Inability to achieve full implementation of MTDP due to financial constraints

SOURCE: NJSMA, MPCU, 2025

Factors which contributed to the Positive Outcomes

i. **Introduction of high-yielding hybrid seeds led to an Increase in Maize Production:** In 2022, maize production increased from 4.8 MT to 149.5 MT, primarily due to the Department of Agriculture's introduction of hybrid seeds to farmers, coupled with PFJ fertiliser distribution. The adoption of this high-yielding hybrid seed by farmers, along with fertiliser application, increased yield per unit area. Many farmers adopted the practice, resulting in sustained yield increases in 2023.

In 2024, despite farmers continued use of high-yielding hybrid maize seeds and fertiliser application, maize production declined significantly. This downturn was primarily due to severe drought conditions that affected both the significant and minor cropping seasons.

This situation underscores the vulnerability of agricultural production to climatic extremes and highlights the need for resilient farming practices and effective drought mitigation strategies.

ii. **The Home Gardening campaign led to an increase in Cocoyam production: production has increased** steadily from 2021 to 2024. However, in 2024, the 174.2% increase in output was due to the massive Home Gardening campaign by the Department, in which farmers and non-farmers alike cultivated cocoyam as backyard vegetables.

iii. **Effective Extension Service Delivery and Improved Plantain Production**: Extension services have played a critical role in boosting plantain production in the Municipality. Following the massive lodging that occurred in 2021, the Department implemented targeted interventions, directing extension officers to guide farmers on best practices, including removing excess suckers, cutting dry leaves, and controlling termites and black ants. Additionally, proper staking techniques were introduced to prevent lodging. These efforts have led to a steady increase in plantain production, demonstrating the effectiveness of extension services in boosting agricultural productivity.

iv. **Steady Growth in Sheep and Goat Production**: Sheep and goat production in the Municipality has remained constant over the years. However, a significant increase was recorded in 2024, mainly due to farmers capitalising on the fallout from the 2023 conflicts between crop farmers and herdsmen. As herdsmen relocated their cattle to other districts, creating a meat deficit in the Municipality, local farmers responded by increasing the production of small ruminants, particularly sheep and goats, to fill the gap in meat supply. This strategic shift contributed to the notable growth in small livestock production.

v. **Training and mentoring of Youth to become farmers, which led to Job Creation:** The Department of Agriculture pursued an agenda to train and mentor youth and vulnerable individuals to become farmers in non-traditional commodities, yielding results.

vi. **Establishment of the Market Stores Committee, Construction of Market Infrastructure,** including Stores, and Effective collection of Licenses contributed to an increase in IGF: IGF generation increased from GH¢5,189,600.30 in 2023 to GH¢6,576,075.40 in 2024 and increased further to GH¢7,406,756.08 in 2025, representing 26% and 12.6% improvement respectively. The establishment of the Market Stores Committee, which implemented measures to renew tenancy agreements with store owners, and the construction of new stores at Zongo market and Jackson Park contributed to the improvement in the Assembly's revenue performance.

vii. **Community Sensitisation and Net Enrollment Improvements in Basic Education:** Community sensitisation activities significantly improved net enrolment rates at the basic education level in the municipality. At the primary school level, the Net Enrolment Ratio increased from 70% in 2022 to 72.4% in 2023, 83.9% in 2024 and in 2025 88% . Similarly, at the Junior High School (JHS) level, the ratio improved from 63.4% in 2022 to 64.8% in 2023, and 69.7% in 2024 to 78% in 2025 .

Despite these increases, the data suggests that 26% of children were not enrolled at the right age at the primary level (6-11years), while 40% of children at the JHS were not enrolled at the right age (12-14 years). The (26% and 40%) reflect learners who are either younger or older than the official age groups for basic education.

viii. **Government policies and improvements in educational infrastructure have contributed to higher completion rates**. The completion rates of 65%, 69.1%, 75.4% and 73.2% for KG, Primary, JHS and SHS, respectively, indicate an improvement in 2023 (63%, 66%, 72% and 70% for KG, Primary, JHS and SHS, respectively). However, the municipality should do more to further reduce the attrition rate.

ix. **Student preparedness led to a higher BECE Pass Rate:** the average pass rate for the BECE ranges from 60% to 70%**.** In 2021, the Municipality recorded a pass rate of 74%**,** while in 2024, the rate stood at 64%. These outcomes reflect the effectiveness of measures implemented to enhance student performance, including frequent mock examinations, guidance and counselling sessions, meetings with candidates, organisation of practical science and maths sessions, parents' support, and sensitisation programmes aimed at preparing candidates adequately for the exams.

x. **Successful Implementation of Malaria Elimination Programme significantly reduced malaria cases:** The Point mass distribution of long-lasting insecticide treated nets, continuous distribution of mosquito bed nets to pregnant women at antenatal care (ANC) and children aged 18 months at child welfare clinic (CWC), and larvae source management by the Municipal Health Directorate and Health Facilities contributed significantly to the decline in malaria cases. These interventions particularly benefited vulnerable groups, including children, nursing mothers, and pregnant women, leading to a noticeable reduction in malaria cases.

xi. **Sensitisation programmes in schools and communities led to an increase in maintenance and family welfare cases:** The increase recorded between 2022 and 2025 is attributed to the intensified school- and community-based sensitisation programmes conducted by the Department of Social Welfare and Community Development. Through the targeted outreach and education across schools, communities, Churches and Mosques, more children and caregivers became aware of their rights and responsibilities, leading to increased reporting of cases involving neglect, lack of maintenance, and family welfare issues.

xii. **Youth Participation in Governance has improved the implementation of the Annual Action Plans and Composite Budgets:** Youth involvement in governance has increased significantly, contributing to their effective implementation. Their active participation in town hall meetings, public and budget hearings has improved accountability. This progress was achieved through the collaboration between the Municipality and STAR Ghana Foundation, with support from Fondation Bortnar. Under the ‘Our City Project,’ key implementing partners, including Divine Mother and Child Foundation (DMAC), Bibia Be Ye Fine (BBF), AFES, and the Youth Parliament, carried out various activities that created platforms for young people to engage in governance processes and have their voices heard.

Factors that worked against the development efforts

i. **The migration of herdsmen leads to a decline in cattle production:** Cattle rearing is practised by some farmers in the Municipality. However, a significant proportion of the cattle present were brought in from neighbouring districts to graze during the lean season. Over the years, tensions have persisted between crop farmers and herdsmen, primarily due to the destruction of farms by roaming cattle.

   In 2023, these tensions escalated as local farmers intensified their resistance, demanding compensation for damaged crops. As a result, many herdsmen were compelled to relocate their cattle from the Municipality in early 2024.

ii. **Drought affected Cassava production**: Cassava production generally followed a cobweb pattern, with farmers cultivating more when they realised scarcity the previous year and less when there was a bumper harvest. 2024 was a peculiar year due to the drought in both the major and minor seasons.

   The drop in cassava production had a ripple effect on the local economy, particularly affecting gari traders in Koforidua. The reduced supply led to a sharp increase in gari prices, with a 20kg bucket rising from GH¢38 in May to GH¢45 in June 2024.

iii. **Outbreak of Swine Flu Affected Pig Production**: Pig production was encouraging in 2021 until the swine flu wiped out all the pigs in 2022. In 2023, farmers had some concerns, so production did not resume until 2024, when a few farmers restarted pig farming.

iv. **Lack of coordinated stakeholder engagement affected growth of MSMEs and Job Creation Opportunities:** The growth of Micro, Small, and Medium Enterprises (MSMEs) continues to be affected by the lack of coordinated stakeholder engagement and coordination. Business advisory services are not evenly accessible across all communities, leaving many entrepreneurs without support.

   A significant number of businesses operate in the informal sector, lacking proper registration, access to financing, market information, and capacity-building initiatives. The Assembly's low Internally Generated Fund (IGF) base limits its ability to invest in infrastructure and services.

In the absence of coordinated efforts to implement Local Economic Development (LED) strategies, the Municipal Assembly risks missing vital opportunities to create jobs and reduce poverty.

v. **Inadequate Street Lights and Security Infrastructure created opportunities for crime:** The security issues, which were mainly prevalent in the municipality, included theft, assault, threats, unlawful damage, and fraud. Reported crime cases increased from 941 in 2022 to 1,624 in 2023.

vi. **High Maternal Mortality Cases:** The alarming cases are due to the hospital in the municipality serving as a referral facility for all other districts that come in with critical and severe cases, which are too late to manage.

Lessons learnt

1. **Promoting innovation and modern technologies in farming boosts productivity:** The adoption of modern agricultural technologies, such as improved seed varieties, increases farm yields and productivity.
2. **Continuous Awareness and Sensitisation Promote Change**: Public education and sensitisation campaigns have been shown to increase community participation and responsiveness to development initiatives. Citizens engage in local governance and support policy implementation through sensitisation programmes.
3. **Extension Service Delivery is Critical for Improving Agricultural Productivity: Effective,** accessible agricultural extension services are pivotal for transferring knowledge and best practices to farmers. Regular training and field visits by extension officers helped improve crop production techniques, pest and disease management, and sustainable farming methods, thereby increasing agricultural productivity.
4. **Agricultural Training for Youth and Vulnerable Groups Enhances Livelihoods**: Empowering youth and vulnerable groups through agricultural skills development creates employment opportunities and promotes economic self-reliance. Targeted livelihood programs tailored to their specific needs can reduce poverty, improve social inclusion, and stimulate local economic growth.
5. **Revenue Collection and Investment in Market Infrastructure and Stores Boosts IGF Performance**: Investing in market infrastructure and stores not only improves local business

operations but also increases the Assembly's Internally Generated Funds (IGF), thereby creating more fiscal space for development.

6. **Climate-Smart Agriculture and Disaster Preparedness are Crucial**: Climate change continues to impact agricultural output and community resilience. The need for climate-smart farming practices, contingency planning for extreme weather events, and proactive animal and plant disease control measures is critical to safeguarding livelihoods and ensuring food security.
7. **Stakeholder Coordination is Key to Development:** Weak coordination among stakeholders, such as Departments, NGOs, Private Sector actors, and Traditional Authorities, has affected development efforts. There is therefore a need for strong collaboration among stakeholders with clearly defined roles.
8. **Investing in Public Infrastructure Builds Citizens' Confidence:** Lack of basic infrastructure, such as roads, drainage, street lighting, and sanitation facilities, negatively affects citizens' confidence. Providing these essential services boosts confidence. The willingness of citizens to pay taxes is closely linked to their perception of how efficiently public funds are utilised. Internally Generated Funds (IGF) should therefore be visibly channeled into development projects that directly benefit the community.
9. **Strengthening the Healthcare System for Improved Well-being:**
   Having functional and adequate health facilities enhances access to quality healthcare, reduces preventable deaths, strengthens the overall health system, and contributes to improved well-being and socio-economic development.
10. **Youth Engagement Enhances Local Governance**: Strategic partnerships with civil society organisations and intentional youth-focused programs have proven effective in increasing youth involvement in governance. When young people are empowered to contribute to planning and decision-making processes, they develop a stronger sense of civic responsibility and responsible citizenship, making development plans more inclusive and implementation more responsive to community needs.
11. **Enhanced Collaboration with Stakeholders**: Closer engagement with Civil Society Organisations (CSOs) such as STAR Ghana Foundation and youth groups has significantly strengthened trust between the citizenry and the Assembly. This collaboration has contributed to improved performance in the implementation of development projects.

12. **Strategic Role of the Media:** The media has served as a vital partner in disseminating government policies to the public, thereby enhancing transparency and promoting accountability within the municipality.
13. **Inclusive and Targeted Planning:** Deliberate, targeted planning is needed to address the diverse needs of the population. Specific attention must be given to youth development, gender issues, support for vulnerable groups, and climate change in both planning and budgeting processes.

2.1.1 Financial Performance

The Local Governance Act, Act 936 of 2016, mandates District Assemblies to mobilise resources for the implementation of development plans. The Assembly had three (3) primary sources of revenue available for the implementation of the 2022-2025 MTDP, these were mainly;

a) The traditional source, the Internally Generated Fund (IGF), comprised revenue from rates, fees and licenses, fines, building permits and rents.
b) Central Government transfers in, including local government workers' salaries and wages, the District Assemblies Common Fund (DACF), and the District Assemblies Common Fund Responsive Factor Grant (DACF-RFG).
c) External Assistance from Donor Agencies and NGOs.

During the period under review (2024–2025), the Assembly mobilised total revenue from all sources amounting to GH¢148,778,006.01, representing 58.8% of the approved target of GH¢236,263,675.78. This resulted in a revenue shortfall of 41.2%, which adversely affected the timely implementation and delivery of planned projects and programmes.

The bulk of the funds received were from GSCSP (37.8%), IGF (15.9%), DACF (11.1%), and GoG (10.3%). Notably, the GSCSP, which constituted the largest share of the Assembly's revenue, recorded no transfers in 2025. In addition, DACF releases were inadequate and irregular, and no funds were received under DACF-RFG in 2025.

Despite these constraints, the Assembly ensured the prudent utilisation of available resources to support priority interventions, particularly in the delivery of infrastructure and other development projects aimed at improving the living conditions of the citizenry.

a. Traditional Revenue – IGF

Traditional revenue sources include rates, fees, fines, licences, rents, and building permits. Between 2022 and 2025, the Assembly mobilised GH¢23,756,854.90, representing 96.51% of the target GH¢24,613,959.00. This resulted in a shortfall of GH¢857,104.10 (3.49%).

The overall performance was largely affected by underperformance in property rates and rents. In 2023, the Government's decision to transfer property rate collection to the Ghana Revenue Authority (GRA) negatively impacted revenue inflows from that source. In addition, enforcement of rent collection was constrained by political resistance, as 2023 preceded the 2024 general elections. Despite these challenges, the Assembly implemented measures to improve collections from other revenue sources.

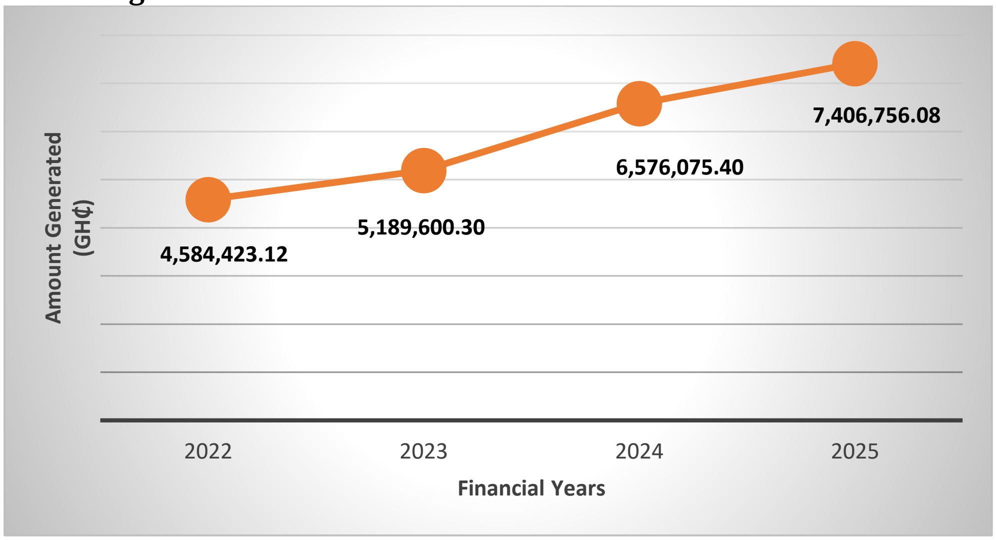
Figures 2.0 illustrate the trend of IGF inflows for the period 2022–2025. The shortfall in meeting the revenue mobilisation target was attributed to the following factors:

1. Inaccurate revenue projections due to unreliable data, affecting property rate estimation and generation.

2. Inadequate skills and capacity among revenue collectors.
3. Weak supervision of revenue collectors, leading to revenue leakages.
4. Low tax compliance by citizens, partly due to limited public confidence in how revenues are utilised.
5. The takeover of property rate collection by the GRA in 2023.
6. Limited efforts to explore and develop alternative revenue sources.

To mobilise adequate resources for development programmes in the next phase of the plan, the Assembly must intensify revenue mobilisation through sustained collection campaigns, enhanced public education, and continuous engagement with citizens to improve voluntary compliance. Regular town hall meetings should also be organised to promote transparency and accountability. Furthermore, the capacity of revenue collectors must be strengthened and complemented with strict supervision to minimise leakages and improve overall revenue performance.

Figure 2.0: 2022- 2025 IGF Performance



Source: NJSMA Trial Balance, 2025

Table 2.1: Financial Performance 2022-2025

SOURCES OF FUNDS	TOTAL ESTIMATED COST OF PLAN (2022-2025) (GH¢)	TOTAL AMOUNT RECEIVED (GH¢) (2022-2025)	VARIANCE (GH¢)
DACF	34,250,260.51	16,541,260.51	(17,709,000.00)
DACF-RFG	4,052,014.00	3,027,507.40	(1,024,506.60)
MP's CF	2,086,940.00	2,779,903.30	692,963.30
IGF	23,766,038.00	23,756,854.90	(9,183.10)
MSHAP/HIV	105,342.00	51,154.33	(54,187.67)
PWDS CF	546,763.00	1,201,992.26	655,229.26
GSCSP	137,425,839.00	51,919,856.54	(85,505,982.46)
UNICEF	90,000.00	92,625.00	2,625.00
GOG	33,940,479.27	49,406,851.77	15,466,372.50
TOTAL	**236,263,675.78**	**148,778,006.01**	**(87,485,669.77)**

Source: NJSMA Trial balance, 2025

2.2 Existing Conditions and Diagnosis

This section provides an overview of the Municipality's current situation. It examines key sectors such as education, health, infrastructure, the economy, environment, and social services. The analysis identifies significant challenges, strengths, and trends shaping the Municipality’s development path.

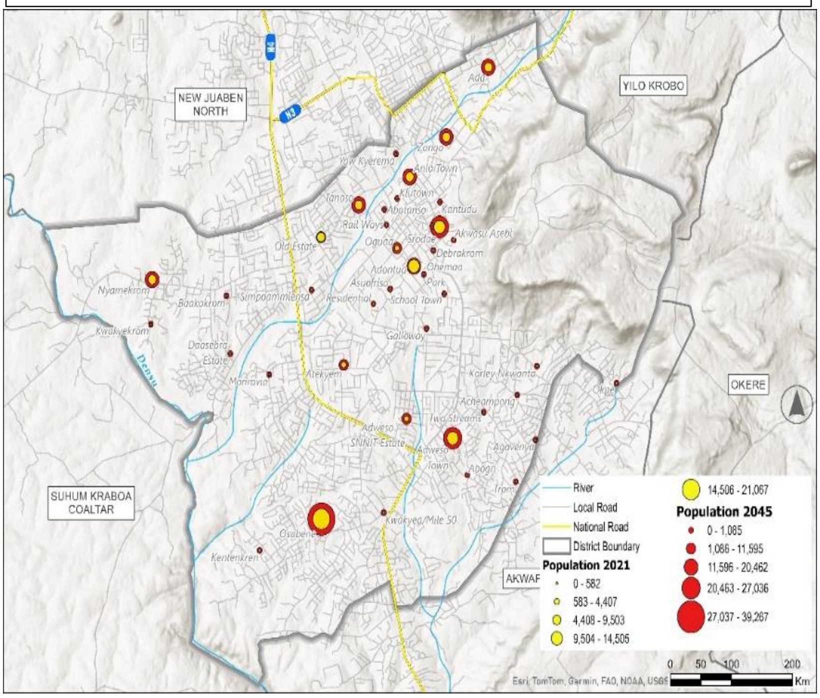
2.2.1 Demographic Characteristics

Demographic characteristics are statistical information about a municipality's population, such as its size, age and sex structure, growth rate, fertility, mortality, and migration patterns. These indicators help with policy planning, decision-making, and resource allocation.

Population Size and Growth Rate

The projected population of the Municipality for the year 2025 is 135,856, comprising 66,719 males and 69,137 females**,** with an annual growth rate of 0.942%**.** This represents approximately 4.3% of the Eastern Region's total population.

Figure2.1: Map of Population Distribution by Localities



Source: GLODA, 2025

Communities with the highest population within the Municipality include: Adweso Town, Abogri, Srodae, Debrakrom, Kantudu, Social Welfare, Akwasu Asebi, Zongo, Railways, Abotansoo, Tanoso, Anlo Town, Klu-Town, Yaw Kyerema, and Ada**.**

On the other hand, the communities with the lowest population figures include Nyerede Ankaase, Acheampong, Two Streams, Monrovia, Osabene, Kentenkren, and Nyamekrom**.**

Rural- Urban Split

The municipality's population is mainly urban, with 130,830 (96.3%) living in urban localities and about 5,026 (3.7%) in rural localities.

Urban centres in Ghana are defined as localities with a population of 5,000 or more. While this definition provides a helpful distinction between urban and rural areas, in the Municipality, some localities are partly urban and partly rural, with urban settlements often extending into nearby rural areas. Additionally, the Municipality features a mix of high-density urban areas with clustered buildings and sparsely populated areas.

This urban dominance reflects the need for targeted investments in solid waste management, urban mobility, affordable housing, and land management. Urbanisation places pressure on existing infrastructure and often leads to the emergence and expansion of informal settlements, resulting in deteriorating living conditions. These challenges underscore the urgent need for comprehensive, effective urban planning to ensure sustainable development and livable urban environments.

Population Density

New Juaben South Municipality has a population density of 3,159 persons per square kilometre, making it one of the most densely populated areas in the Eastern Region. This high population concentration is mainly due to the Municipality’s urban nature, serene atmosphere and its proximity to the national capital.

The dense settlement pattern places increasing demand on land, housing, infrastructure, and social services such as water, sanitation, health, and education. Managing this population pressure requires effective urban planning, efficient service delivery, and the enforcement of development controls to ensure sustainable growth and improved quality of life for residents.

Household Characteristics

The Municipality has a household population of 120,307, comprising 43,918 households. The average household size is 2.7, down from 3.5 in the previous census. This figure is also lower than the Eastern Region's average household size of 3.6. Nuclear families comprising parents and their children make up more than three-quarters (76%) of all households in the Municipality.

Religious Compositions

More than 80.0 per cent (87.3%) of the Municipality's population are affiliated with the Christian Religion, followed by 9.1 per cent who are Muslims and less than 1 per cent who are Traditionalists (0.1%). About 0.9 per cent of the population belongs to Other Religions, and those with No Religion are 2.6 per cent. *Source* (*GSS, Multidimensional Poverty Report, 2024)*

Ethnicity

The dominant ethnic group in the Municipality is Akan (57.2%), followed by Ewe (17.1%), with other ethnic groups (Ga-Dangme and others) making up 25.7%.

Culture

The people of New Juaben South are mainly Asantes who migrated from Old Juaben in 1875; therefore, their cultural practices and values resemble those of the Akans of Ghana.

Some of the most treasured cultural practices include: the rite of passage (Birth, Naming Ceremony), the puberty rite, marriage rites, and funerals.

Apart from puberty rites and naming ceremonies, which have been defined, the other rites have experienced some minor changes. The people of the municipality are aware of their moral values and endeavour to uphold them as much as possible.

The Omanhene, traditionally called "Daasebere", is the epitome of the New Juaben culture. He presides over all the other Chiefs within the New Juaben Traditional Council area. Below the Omanhene are the divisional Chiefs and the "Adikrofos"

The line of inheritance or succession among the people who are mostly Akans, especially Asantes, is matrilineal. Each family unit is headed and controlled by the "Abusupanin" and "Obaapanin", who ensure peace and harmony within the family. This system operates within every family and extends to the larger community, where there are chiefs, queen mothers, and elders who, in addition to being spiritual leaders, are responsible for the welfare of their subjects.

Festivals

The people of New Juaben South, who share cultural ties with the Asantes, celebrate several traditional festivals, most notably the Addae Festival. The Addae Festival occurs at various times throughout the Akan calendar and includes Fofie (Friday Addae), Wukudae (Wednesday Addae), and Akwasidae (Sunday Addae). These festivals offer an opportunity for Chiefs and the community to perform libations to the ancestors, reflect on communal progress, and reaffirm traditional authority.

The New Juaben Traditional Area is also renowned for the annual celebration of Akwantukese, which means "The Great Journey." This festival commemorates the historic migration of the Juaben people from Old Juaben in the Ashanti Region to their current location in the Eastern Region. The movement was a significant historical event driven by political and social factors, and the festival honours the courage, unity, and resilience of the ancestors who undertook that journey.

Over time, Akwantukese has evolved from a symbolic remembrance into a vibrant cultural festival. It features a rich display of traditional drumming and dancing, colourful durbars of chiefs, and artistic performances. The event draws large crowds, including citizens in the diaspora, tourists, government officials, and cultural enthusiasts.

The growing prominence of Akwantukese has established it as a key cultural event in the Municipality. It has dramatically boosted tourism, stimulated the local economy, and reinforced cultural identity among the people of New Juaben. The festival also provides a unique platform for fostering peace, unity, and dialogue among various traditional and community stakeholders.

As a result, the New Juaben South Municipal Assembly continues to recognise the potential of these festivals to drive cultural tourism, preserve heritage, and contribute to the Municipality’s socio-economic development.

Population Structure

Age - Sex Composition

New Juaben South Municipality has a mainly young population, with 42% of residents aged 15 to 35 years. Children aged 0–14 years account for 28%, adults aged 36–64 for 26%, and the elderly aged 65 and over for 6%.

The Municipality's age dependency ratio is 34, meaning that for every 100 working-age individuals, there are about 34 dependents, including children, the elderly, and those unable to work due to disability or illness. The relatively low dependency ratio indicates that a larger proportion of the population is within the productive age group, suggesting a lighter economic burden on the working population. If this working population has employment opportunities, there is potential for economic growth and development.

The municipality's population is 49.1% male and 50.9% female, indicating a marginally higher female population. The sex ratio is 1:0.94, meaning that for every 100 females, there are 93 males. The municipality also has a sex ratio of 93.3, indicating a lower number of males than females. However, as they grow older, males tend to be fewer in number than females, a pattern that may be attributed to a lower survival rate in males (GSS, 2021 PHC).

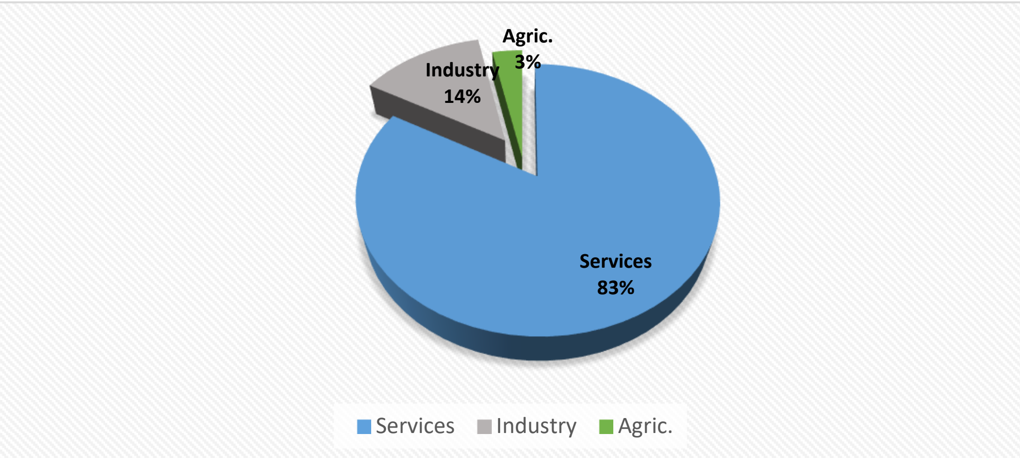
Figure 2.2: Population Pyramid

***Source: MPCU, 2025*.**

Occupation Distribution

The main sectors of the economy are the service sector (83.3%), followed by industry (13.5%) and agriculture (3.2%). Most industrial facilities are located in the Municipality's central business district, while agricultural activities take place in small settlements and peri-urban areas.

Figure 2.3: Sectors of the Economy



Source: MPCU- NJSMA 2025.

Implications for development - Demographic Characteristics

- **Need for Improved Urban Planning**: The municipality's urban dominance, coupled with rapid population growth, necessitates stronger urban planning systems. Key areas of concern include effective solid waste management, efficient land use, urban mobility, and the control of informal settlements. Without proactive planning, urban sprawl and slum development may escalate.
- **Pressure on Land and Services:** The municipality's high population density is increasing demand for land, housing, infrastructure, and social services. This necessitates improved spatial planning, optimised resource distribution, and rigorous enforcement of development control regulations to facilitate orderly growth.
- **Economic Growth Potential:** The municipality has a relatively low dependency ratio, meaning a large portion of the population is of working age. When effectively utilised through job creation, skills development, and private-sector support, this active workforce has strong potential to stimulate local economic growth and enhance living standards.
- **Risk of Social Vices from Unemployment:** Without enough employment opportunities, the large productive youth population faces the danger of turning to harmful coping methods such as substance abuse, crime, commercial sex work, divorce, child neglect, and family breakdown. This creates social and public health issues and raises the demand for social protection services.
- **Service Sector Growth:** The importance of the services sector is crucial for employment and Internally Generated Funds (IGF). This offers an opportunity to reduce urban unemployment and support local development initiatives. Nevertheless, there is also a need to invest in social infrastructure and services to sustain economic activity and urban life.
- **Need for Economic Diversification**: The municipality risks over-reliance on the services sector. There is an urgent need to promote agro-processing, agricultural value

chains, and light manufacturing to diversify the local economy, create rural-based jobs, and ensure inclusive and resilient development

2.2.2 Physical Characteristics

Physical characteristics refer to the natural features of the environment, including Topography (Relief), Geology, Climate, Drainage, Vegetation, and Soil. Understanding these features is vital for planning.

Relief and Drainage

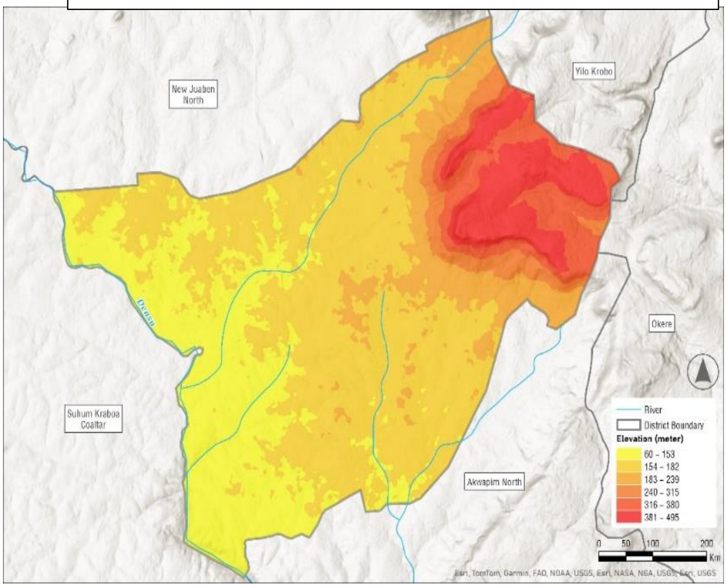
The land is gently undulating, with heights ranging from 381m to 495m above mean sea level. The highest area is the mountainous belt along the municipality's eastern boundary. The underlying rock formation is mainly metamorphic, known as the Akwapim-Togo Rocks.

The municipality is drained mainly by the Densu River and its tributaries. These are mostly Bompom, Obopakko, Afena, Nsukwao and others. The Densu River is dammed at Densuagya, where the water is treated and distributed to the municipality.

Human activities, such as estate development and improper waste disposal into waterways, have contributed to the near-extinction of some of these streams.

Encroachments on natural reserves have negatively impacted these streams, if not threatened their extinction. This has led to perennial flooding problems that confront most towns in the municipality.

Figure 2.4: Relief and Drainage Map

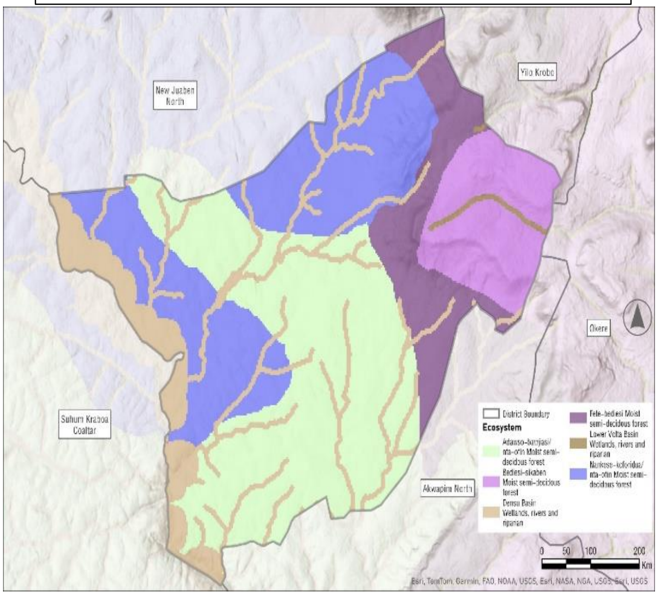


Source: GLODA, 2025

2.2.3 Vegetation and Ecosystem Characteristics

The Municipality lies within one of Ghana’s three major climatic zones, the semi-deciduous rainforest zone. This ecological zone is primarily characterised by the Celtis–Triplochiton association**,** as described by Taylor (1952).

Figure 2.5: Map of Ecosystem



Source: GLODA, 2025

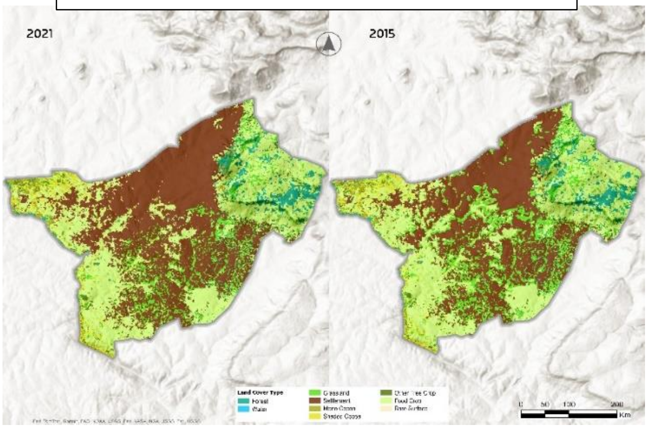
The Municipality's ecosystem comprises various forest and wetland formations, including: Adawso–Bawjiasi/Nta–Ofin moist semi-deciduous forest, Dediesi–Sikaben moist semi-deciduous forest, Fete–Bediesi moist semi-deciduous forest, Nankese–Koforidua/Nta–Ofin moist semi-deciduous forest, Densu Basin wetlands, rivers, and riparian zones and Lower Volta Basin wetlands, rivers, and riparian zones.

The Municipality's land cover is diverse, reflecting both natural and man-made landscapes. The eastern part of the Municipality is predominantly covered by moist semi-deciduous forest and grasslands, which serve as critical ecological zones for biodiversity, water regulation, and carbon storage.

The central part of the Municipality, however, is characterised by built-up areas, including residential, commercial, and institutional infrastructure. Over the years, there has been a steady conversion of forested land into settlements and other built-up uses, driven by population growth and urban expansion.

Wetland ecosystems, such as the Densu Basin and parts of the Lower Volta Basin, contribute to the Municipality’s land cover, supporting aquatic biodiversity and serving as natural buffers against flooding.

Figure 2.6: Map of Land Cover



Source: GLODA, 2025

The spatio-temporal land-use and land-cover changes from natural vegetation to urban development call for integrated land-use planning and management to ensure sustainable development and protect critical ecosystems and wetlands.

Weather

The Municipality is situated within the Semi-deciduous Forest Zone, experiencing a bimodal rainy season of 1,200-1,700mm, with peaks in May/June and September/October. The dry season is relatively brief, lasting from November to February. Humidity and temperatures generally range from 20°C to 32°C.

The mild temperatures significantly contribute to making the municipality attractive to migrants and tourists. This has resulted in the construction of several first-class hotels in the municipality.

Water Resources

Water remains a vital resource for human survival and a key enabler of economic development. Reliable access to safe drinking water directly impacts public health, productivity, and quality of life.

In the New Juaben South Municipality, access to safe, pipe-borne water currently stands at 56%, leaving 44% of the population unserved. This level of coverage is relatively low, especially considering the Municipality's predominantly urban status, where higher access to basic services is typically expected. Moreover, water delivery across the Municipality is often irregular, inadequate, and unreliable.

Although the Municipality benefits from a variety of water sources, including piped systems, boreholes, hand-dug wells, and rainwater harvesting, many of these are unsafe and expose residents to waterborne diseases such as diarrhoea, typhoid fever and schistosomiasis. Rainwater harvesting is practised at the household level and in a few institutions, despite the method's viability given the area's high rainfall.

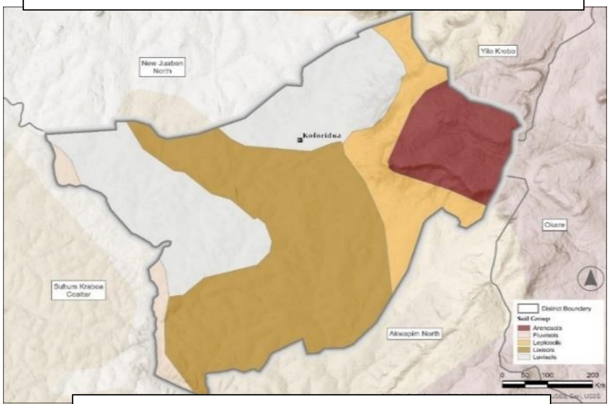
The Densu River, the Municipality’s central water body and primary source for treatment and supply, is under serious threat. It has been heavily polluted by household and institutional waste, farming activities, and illegal mining, especially by miners operating from neighbouring districts. This pollution has negatively affected both agricultural and domestic water use, impacting vegetable cultivation, livestock rearing, fish farming, and increasing health risks for communities dependent on natural water sources.

Currently, two central piped water systems serve the municipal capital and its surroundings. The Aqua Vitens Rand Limited (AVRL) system sources water from Densuano, which is treated and distributed to most urban communities. These sources serve outlying settlements and supplement areas where piped water systems experience frequent disruptions or insufficient flow**.**

The challenges in water delivery have been further worsened by the high population growth rate and the Ghana Water Company's limited capacity to meet the increasing demand.

Soils

Figure 2.7: Soil Map



Source: GLODA, 2025

The types of soil in the municipality are Arenosols, Leptosols, Lixisols, Fluvisols and Luvisols. Leptosols are thin soils, typically less than 25cm deep, with hard rock or very coarse fragments close to the surface. They are situated in the mountainous and eroded landscapes of the New Juaben South Municipality. A loamy sand or coarser texture characterises arenosols and lacks a diagnostic horizon. Lixisols are a type of soil characterised by a subsurface accumulation of low-activity clays and high base saturation, developed under intense tropical weathering conditions. Fluvisols, on the other hand, are characterised by recent sediment deposition and often show stratification or irregular organic matter profiles. Luvisols are a type of soil characterised by an accumulation of clay in a subsurface horizon.

Geology

Pre-Cambrian rocks from the Akuapem-Togo Series mainly underlie the Municipality. These rocks are generally partly metamorphosed and mainly made up of phyllites, schists, and quartzites, with minor amounts of unaltered shale and sandstone. Other rock types include quartz-schists, sericitic quartz-schists, sericite schists, and hornstones, along with slight traces of jasper and hematite quartz-schists. Among these, phyllites and schists are the most prevalent in the area.

Despite this geological richness, the Municipality has not yet engaged the Ghana Geological Survey Authority (GGSA) to conduct a geohazard risk assessment, particularly in high-altitude areas such as Obourtabiri Mountain and the Afiefi and Srodae communities. Engaging the GGSA to undertake systematic geological mapping and produce detailed geological and structural maps, along with comprehensive reports, would offer valuable insights to inform land-use planning and development in these zones.

There is also a need to identify and classify rock types in these elevated areas and to evaluate the potential for economic minerals, including gold, diamonds, iron ore, manganese, and bauxite. Understanding the mineral potential of these zones could support future investment and resource development initiatives.

Additionally, the local geology significantly influences borehole drilling and construction activities**.** Water flowing from the mountains year-round carries coarse sand, which has been found suitable for construction. However, this runoff also causes siltation in drains, reducing drainage capacity and contributing to urban flooding**,** especially during the rainy season. Addressing this issue requires an integrated geological, environmental, and urban planning approach.

Implication for Development - Physical Characteristics

- **Vulnerability to Flooding:** The municipality's mountainous terrain, with settlements at the base of hills and along tributaries, heightens the risk of flooding due to siltation and water overflows. Poor waste disposal practices and encroachment on natural watercourses exacerbate this issue. These factors require investments in resilient drainage systems, environmental protection, and flood mitigation infrastructure.
- **Loss of Natural Vegetation:** Rapid urban expansion is transforming forested and vegetated lands into residential and commercial developments. This change in land cover is impacting the municipality's ecological balance and heightening environmental vulnerabilities. It highlights the importance of enforcing zoning regulations, implementing land-use planning, and incorporating green infrastructure.
- **Favourable Climate for Agriculture and Tourism:** The municipality's humid climate and relatively low temperatures support the cultivation of crops, including vegetables and plantains. These climatic conditions also make the area attractive for ecotourism and human settlement, providing opportunities for local economic development.
- **Public Health Risks:** The prevailing climatic conditions, particularly humidity and low temperatures, increase the incidence of Upper Respiratory Tract Infections (URTI), asthma, pneumonia, skin and fungal infections, and other allergic conditions. These trends highlight the need for public health preparedness and climate-sensitive health service provision.

2.2.4 Economy

The municipality's economy includes all activities that contribute to the production of goods and services. The Municipality's abundant resources and economic potential support a variety of productive pursuits and livelihood initiatives.

Key components of the local economy include revenue generation through local taxes and fees, as well as external funding that finances development and service delivery; the nature and structure of employment; the skills and capacity of the workforce; and the growth of businesses and the private sector. Additionally, the economy is shaped by various challenges and opportunities that influence productivity and investment.

i. Internally Generated Fund (IGF)

The Local Governance Act, Act 936 of 2016, mandates the assemblies to mobilise resources for the implementation of their development plans. Revenue generated by the Assembly from internal sources constitutes its Internally Generated Fund (IGF). There are two primary sources of revenue available to the Assembly: external and internal.

The external sources are divided into two components: Central Government transfers, such as the DACF, Salaries, and GoG funds to decentralised departments, and Donor Support, including DACF-RFG, M-SHARP, GSCSP, MAG, and others.

The Assembly's internal sources of revenue were the traditional sources such as rates, fees and fines, licenses, lands, royalties, and rents. Over the period, there was a consistent increase in Internally Generated Funds (IGF), amounting to GH₵23,642,309.72, generated from 2022 to 2025.

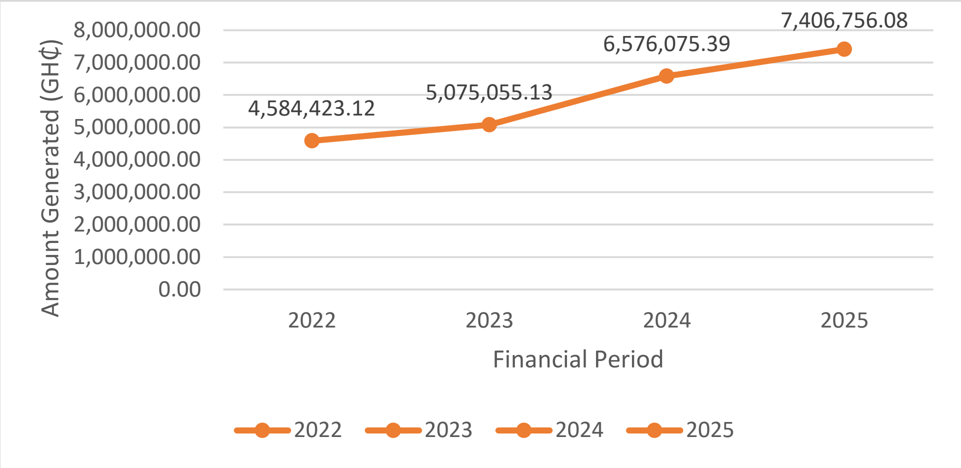
IGF Performance (2022 – 2025)

Table 2.2: IGF Performance (2022 –2025)

REVENUE HEADS	2022 (GH₵)	2023 (GH₵)	2024 (GH₵)	2025 (GH₵)
Rates	399,893.03	72,941.86	563,224.22	1,091,543.54
Fees	1,475,560.11	2,088,141.09	1,958,626.00	1,811,832.39
Fines	102,427.43	71,971.00	16,497.00	3,2060.00
Licenses	1,150,135.87	1,293,912.50	1,225,721.17	1,300,017.87
Building Permits	392,516.23	645,684.68	724,350.00	925,091.95
Rents	1,063,890.45	902,404.00	2,087,657.00	2,246,210.33
Total	**4,584,423.12**	**5,075,055.13**	**6,576,075.39**	**7,406,756.08**

Source: NJSMA, MPCU 2025.

Figure: 2.8 IGF Performance 2022- 2025

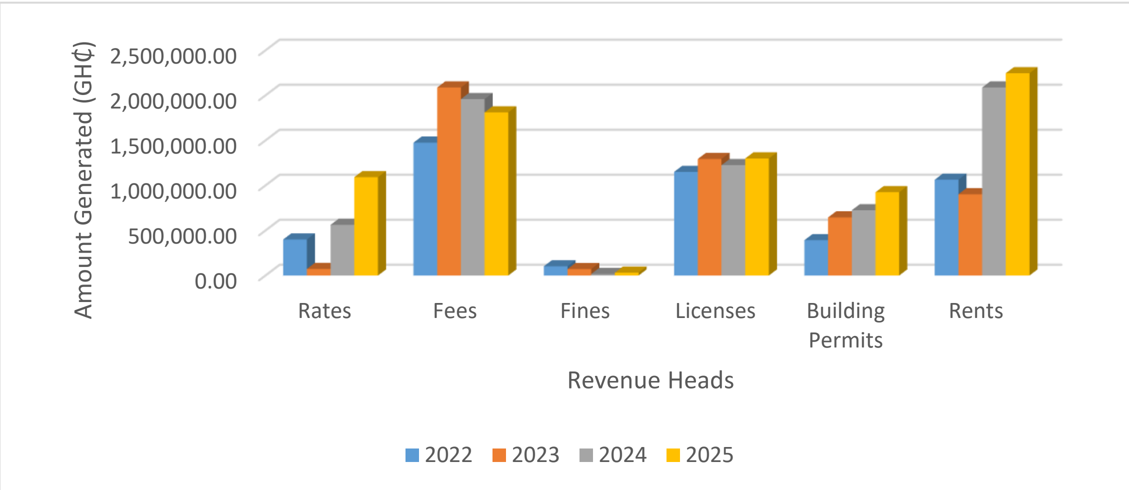


Source: NJSMA Trial Balance, 2025

In 2022, the Assembly recorded a total of GH₵ 4,584,423.12, representing 88.10% of the budgeted revenue target. In 2025, actual revenue collected rose significantly to GH₵7,406,756.08, achieving 161.56% of the target, an outstanding improvement and an indication of strong revenue mobilisation performance.

Figure 2.10 shows the IGF performance for specific revenue heads for the period 2022- 2025.

Figure 2.9: Performance by Revenue Heads (2022-2025)



Source: NJSMA Trial Balance, 2025

Rents in 2025 recorded GH₵ 2,246,210.33, representing a 211% performance against the target. This remarkable performance was mainly due to the update of the market stores register and the addition of revenue from stores allocated at Jackson Park.

On the other hand, revenue from fines declined during the period, mainly due to weak enforcement, which was attributed to the election year. Meanwhile, revenue from rates saw a significant boost following the takeover of the collection from the central government.

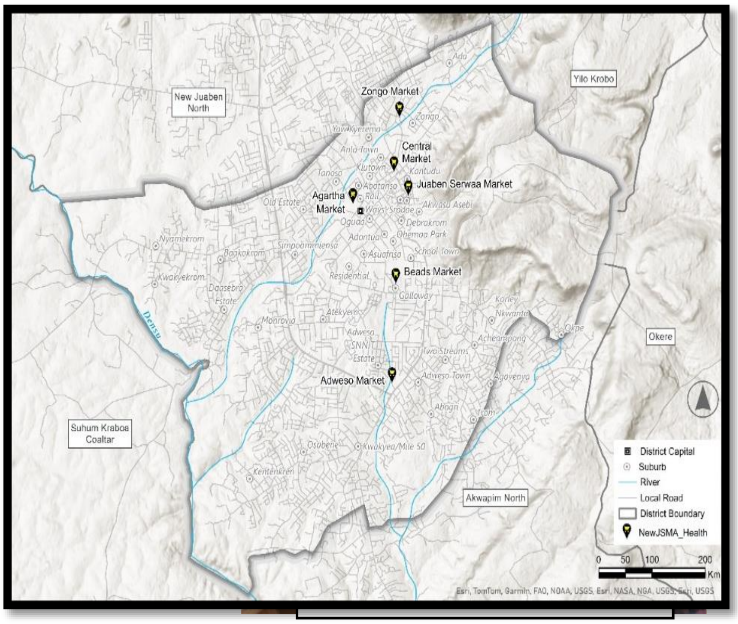
Revenue performance over the years has shown a notable shift when compared to the periods 2018–2021 and 2022–2025. During the previous planning period, licenses consistently recorded strong performance. However, in the current period (2022–2025), fees have emerged as the leading revenue source, surpassing licenses. Throughout both periods, fines have remained the least performing revenue item, mainly due to persistent enforcement challenges.

ii. Local Economic Development (LED)

The municipal economy is primarily driven by commercial activities, making it predominantly a trading-based economy. The sale of foodstuffs, clothing, and a variety of services forms the backbone of the Municipality's economic activities. In addition, the leisure and hospitality industry plays an increasingly important role. Strengthening collaboration between this sector and the Municipality’s development efforts could significantly boost local economic growth.

a. Markets

Figure 2.10: Map of Markets in the Municipality



Source: GLODA, 2025

The municipality has various market centres for commercial activities, especially for marketing farm produce. There are two (2) major markets located within the Central Business (CBD): Juaben Serwaa and Central Market, and three (3) minor markets located at Adweso, Zongo market, and Agartha market. One of the few bead markets in the country is in the municipality at Galloway, where bead products from all over the world are sold to customers worldwide. The Markets are organised either daily or weekly. Mondays and Thursdays are Juaben Serwaa, Central Market, Agartha market days, while Thursdays are beads market days.

The two major markets are overcrowded with traders and vehicular traffic, all trying to survive in a limited area earmarked as the Koforidua central market. Koforidua Central Market, popularly known as the Juaben Serwaa market, is the oldest in its catchment area, if not the entire region, with thousands of market stalls and stores and about three transport terminals, all located within the market. Considering the city's rapid growth, inextricably linked to urbanisation (migration), it has become imperative to redesign and reconstruct the market structure to accommodate modern event trends, as the current market structure has outlived its usefulness and vibrancy.

b. Agriculture

Major Farming Activities

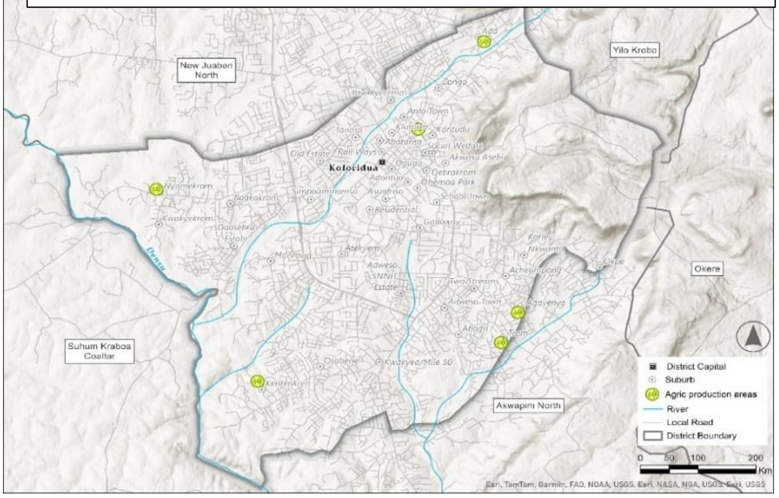
The municipality has an estimated farmer population of 6,977 with 11 extension officers. These farmers are mainly into animal rearing (mostly small ruminants- sheep and goats), poultry, piggery, turkey, etc. Major crops widely cultivated include cassava, maize, plantain, cocoyam, and vegetables. Non-traditional commodities like snails, mushrooms, rabbits, grass cutter and catfish are also gaining ground.

Agricultural production is carried out in small settlements and peri-urban localities such as Nyamekrom, Kentenkren, Obourtabiri, Agavenya, and Trom.

Crop farming is the dominant agricultural activity in the Municipality, engaging 92.6% of agricultural households. This is followed by livestock rearing, which involves 35.8% of households. Fish farming (0.1%) and tree planting (0.4%) remain very low.

The Municipality intends to boost food production through the Feed Ghana Programme, an introduction to climate-smart agriculture. Vaccination of reared animals is done annually; however, local farmers generally do not vaccinate their birds. There is a record of outbreaks of scheduled diseases.

Figure 2.11: Map of Agric. Production Areas



Source: GLODA, 2025

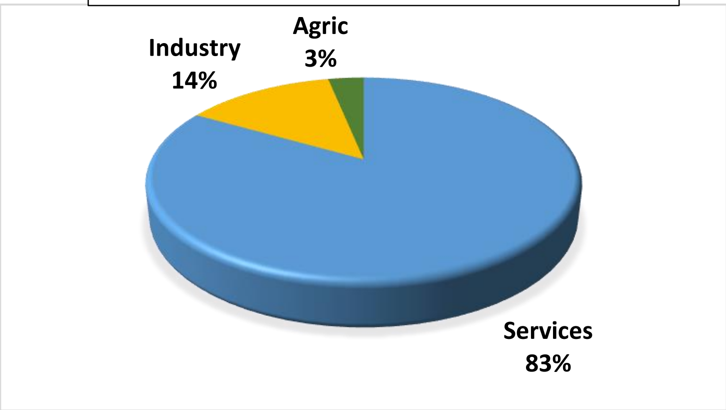
c. Employment

According to the 2021 Population and Housing Census (PHC), the unemployment rate in the Municipality stood at 11.1%**,** indicating that unemployment remains a significant concern.

The Municipality's economy is heavily dominated by the services sector**,** which accounts for 83.3% of the employed population. This highlights the Municipality's urban and commercial character, with many residents engaged in trading, hospitality, education, transport, and other service-related activities.

The industrial sector accounts for 13.5% of total employment, encompassing construction, manufacturing, and small-scale production. Although relatively small in share, the agriculture sector still employs 3.2% of the working population, primarily in peri-urban areas and communities where crop farming and livestock rearing take place.

Figure 2.12: Municipal Economy



The dominance of the services sector, coupled with limited engagement in agriculture and industry, suggests a need for economic diversification to improve job opportunities and reduce unemployment. Strategic investment in skills development, entrepreneurship, and local economic development programmes could help address the existing gaps and create more sustainable employment avenues for the growing population.

d. Business/Private Sector Development

This refers to efforts to strengthen the capacity and competitiveness of businesses, especially those in the private sector, to drive economic growth, create jobs, and reduce poverty. The business and private sector environment in the Municipality is evolving rapidly, with significant efforts centred on boosting local economic growth and empowering the youth. The majority of businesses operate in the informal sector without proper registration or access to financing, market information, or capacity-building programs. Entrepreneurial potential, especially among women and the youth, remains underutilised due to gaps in financial education, market integration, and support infrastructure.

The Ghana Enterprise Agency (GEA) plays a key role in promoting private sector growth by providing targeted support to businesses and entrepreneurs in the Municipality. The enterprise has 1,176 registered clients. These clients are mainly into;

- Manufacturing- Cereal foods, liquid soaps, detergents, cosmetics,
- Agriculture /Agribusiness - Coconut, plantain, cassava farming, rearing of fowls and pigs

- Service - Unisex clothing and bead work, fashion and décor, steel (metal) works and welding, unisex dressmaking, spraying of cars, metal fabrication, cosmetology, hairdressing, catering (pastries, cakes, food beverages)
- Production - farm produce, natural spices, production of pure water, Food & Hair products making

e. Hospitality Services

The Municipality offers a vibrant, growing hospitality industry, featuring a range of accommodation and foodservice establishments. Known for its welcoming atmosphere and serene environment, the area attracts both visitors and locals seeking comfort, relaxation, and entertainment.

Currently, the Municipality hosts twenty-four (24) hotels, fourteen (14) guesthouses, twenty-five (25) restaurants, and nine (9) chop bars, reflecting the diversity of hospitality options available. These facilities serve not only as leisure and recreational spots but also make a significant contribution to local employment and tourism development. The growth of tourism and the availability of hotel accommodation are closely connected. Tourists need comfortable lodgings and restaurants that serve both local and continental dishes.

f. Tourism Potential

The full potential of the tourism industry in the Municipality is yet to be fully realised. Koforidua, the Municipal capital, is a cosmopolitan town set amidst lush landscapes and scenic mountains, offering visitors a unique blend of culture, nature, and modern living. The municipality boasts a tranquil environment and welcoming hospitality, making it the ideal destination for tourists, business travellers, and returning residents.

Koforidua’s nightlife is lively and diverse, featuring a range of bars, clubs, and restaurants that cater to different tastes. Popularly known as ‘Koftown’, the town is a vibrant destination for families on vacation, professionals attending workshops and conferences and diasporas returning home.

With strategic promotion and investment, the Municipality's tourism sector holds immense potential to stimulate local economic development, create jobs, and showcase the rich cultural heritage and natural beauty of the area.

The following are the Tourism Potentials of the municipality;

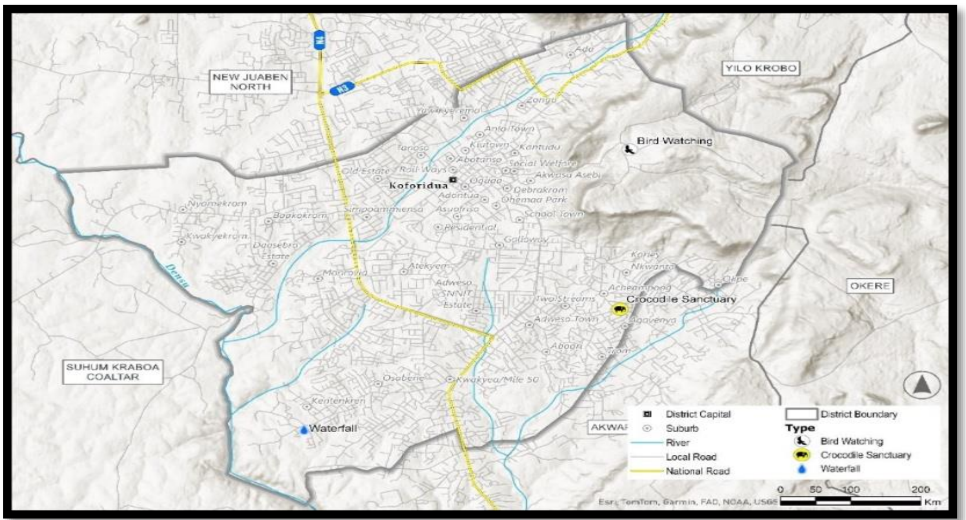
- **Obuortabiri Mountain;** it offers an aerial view of Koforidua Township from the top of the mountain. With proposed facilities such as a cable car ride, zip lines, canopy walk, and paragliding, visitors can enjoy thrilling scenic vistas. Currently, biking and trekking to the peak are popular activities among sports enthusiasts and fitness groups.
- **Kentenkren Waterfalls** has an approximate height of 73 metres (155 feet) and provides a refreshing natural environment where families and friends can relax and enjoy leisure activities.
- **Parks and Gardens (Koforidua Botanical Gardens);** the Parks and Gardens provide open green spaces with trees and flowers, serving as a multipurpose recreational site for activities such as jogging, picnics, filming, photo shoots, prayer gatherings, and dog walking. Formerly a children's park, the Gardens is an asset that supports tourism, recreation, and environmental conservation.
- **Beads and Craft Market**; a weekly beads and crafts market is held every Thursday in the Gallawoy neighbourhood, near Koforidua Jubilee Park. Items sold include beads, beaded jewellery, glass beads, and raw materials such as broken louvre blades, glass bottles, metal bars, yarn, wood, leather, cowry bags, brass products, artefacts, and wood carvings.

  Beads originate from Ghana (Krobo Odumase, Somanya, Kumasi, and Accra) as well as other West African countries, including Mali, Nigeria, La Côte d'Ivoire, and countries like Kenya, China, and India.
- **Central Market and Juaben Serwaa Market**, located within the Central Business District and near the Yiadom Nyedie Palace, these markets provide a distinctive shopping experience. The capital city features a variety of markets, malls, and local shops that cater to both residents and visitors.

- **Culture Centre**, a key destination for visitors with a keen interest in cultural heritage and traditional practices.
- **Akwantukese Festival**: a highly esteemed festival celebrated by the people of the New Juaben Traditional Area, showcasing history, culture, and unity.
- **Dwapa Trade Fair** is a commercial event designed to stimulate the local economy. Following the completion of the Jackson Park Project, the venue has increasingly served as a hub for trade fairs and related activities. To maximise its potential and sustain economic growth, the Dwapa Trade Fair should be revitalised and repositioned as a flagship platform for local commerce and entrepreneurship.
- **Annual Homecomings;** the annual homecoming is a yearly event that brings together the people of Koforidua to reconnect, celebrate, and engage in community development initiatives. Organised at the community level, these homecomings empower youth to design programmes that reflect their interests, ranging from street carnivals, health walks, biking, and football galas to clean-up exercises, medical screenings, and other community-centred activities.

  Beyond local engagement, the homecomings also provide a strategic platform for the municipality's diverse diaspora youth, including seasonal migrants and second- and third-generation migrants, to contribute meaningfully to community development efforts.

Figure 2.13: Map of Tourist Sites



Source: GLODA, 2025

g. Bank and Non-Bank Financial Sector

There are a number of banks and non-banking financial institutions which provide vital services to the Municipal assembly and its citizens. Such banks offer both human capital and technical capacity in the municipality, which can be harnessed to support PPPs and other economic ventures. Currently, the Municipality hosts about 31 financial and non-financial institutions**,** indicating a vibrant financial landscape that presents opportunities for business growth and economic diversification.

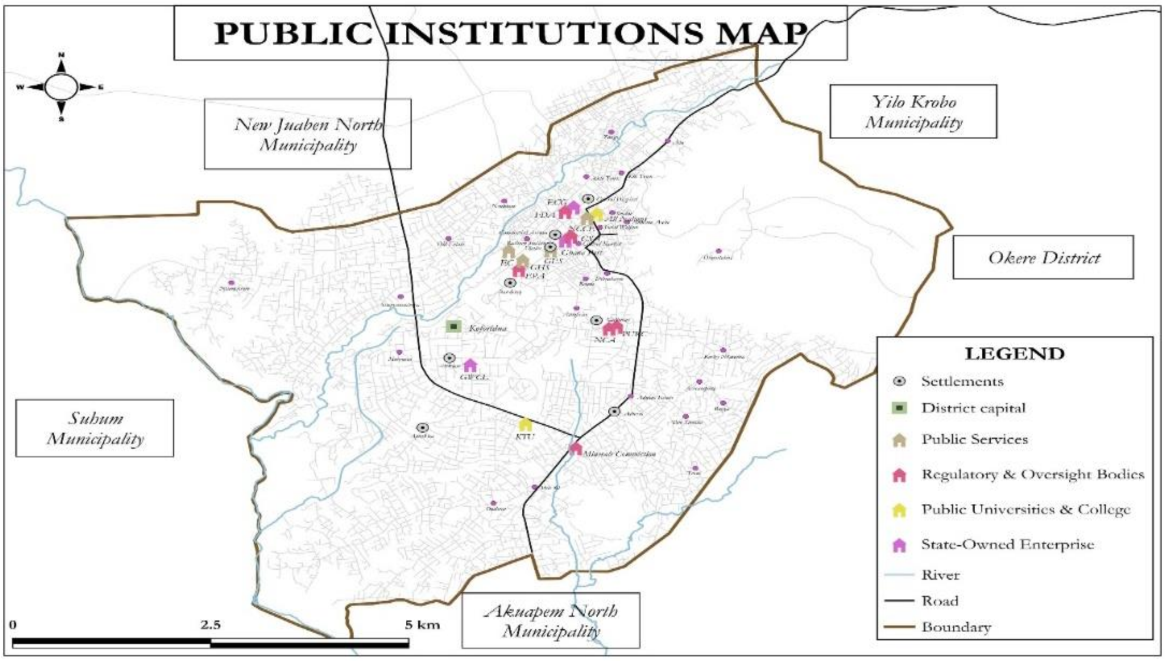
h. Public Institutions

The New Juaben South Municipality is home to a range of public institutions that play vital roles in governance, service delivery, and regulation. These include:

- 4 Public Service Commissions - GES, GHS, EC, NCCE
- 6 Regulatory and Oversight Bodies – FDA, NCA, EPA, PURC, GSA, MC
- 2 Public Universities – KTU, ANU
- 3 State-Owned Enterprises – GWL, ECG, Ghana Post

Collectively, these institutions are responsible for delivering essential public services, including education, health, sanitation, and infrastructure development. They also regulate industries and maintain standards, promote justice, equality, and public safety**,** and ensure the sustainable management of natural resources and the practical implementation of development projects. The presence of these institutions in the Municipality contributes significantly to administrative effectiveness, access to public services, and the overall socio-economic development.

Figure 2.14: Map of Public Institutions



Source: NJSMA Planning Unit, 2025

i. Dimensions of Poverty

Over the years, poverty has been measured mainly through household income levels. However, the latest Multidimensional Poverty Index (MPI) report by the Ghana Statistical Service adopted a more comprehensive, non-monetary approach. This method assesses poverty across four key dimensions**:** education, health, living standards, and employment**,** using 12 indicators to capture the different aspects of deprivation.

According to the MPI district rankings, New Juaben South is ranked 7th**,** with 10,570 households representing 8.5% of the household population of 124,790 classified as multidimensionally poor**.** Among this group, the intensity of poverty, which measures the degree of deprivation experienced, was recorded at 41.1%**.**

A key finding from the report was that employment emerged as the most dominant indicator of deprivation. Additionally, multidimensional poverty is more prevalent among female-headed households compared to their male counterparts, highlighting existing gender disparities in access to opportunities and resources.

Finally, multidimensional poverty is higher for households whose heads are younger than 15-19 years (38%) and the elderly 60-64 years (10.1%)

This data underscores the need for targeted, multidimensional strategies to reduce poverty, particularly in employment generation, gender equity, and improved access to social services.

Implication for Development – Economy

Dominance of the Services Sector: The local economy is highly urban and commerce-driven, making it vulnerable to shocks. There's a need to diversify the economy by supporting agriculture, agro-processing, small-scale industry, and technology-driven enterprises.

Limited Industrial and Agricultural Employment: A smaller share of the working population is in industry and agriculture, implying that land and other resources are underutilised. There is a need to invest in light manufacturing, value chain development, and modernised agriculture (e.g., climate-smart farming).

Growing Informal Sector: The high informal business activity limits tax revenue, formal job creation, and social protection coverage. To address this, the municipality will implement business formalisation drives, improve access to finance, and provide tailored capacity-building.

Insufficient local revenue to meet rising infrastructure and social needs. The Finance Department needs to enhance revenue mobilisation strategies, including digital revenue tracking, property revaluation, and market levies.

Dependence on Central Transfers: Unpredictable or delayed transfers (DACF, RFG, donor projects) can stall development.

Unemployment - A significant portion of the population, particularly youth, remains unemployed. The Assembly will need to implement youth-focused employment initiatives, vocational/skills training, and entrepreneurship support.

Gender Disparities and Youth Deprivation: Female-headed households and the youth (15–19 years) are disproportionately affected by poverty and unemployment. The planning process would implement inclusive development policies, youth employment programs, and women's business support programmes.

Congested Markets (Juaben Serwaa and Central Market): This situation affects trade efficiency, sanitation, and urban mobility.

Tourism and Hospitality Expansion: This has the potential to create jobs and increase IGF.

Presence of Financial Institutions: Opens up opportunities for businesses to access credit. The Assembly should leverage these institutions to support local economic development (LED) through MSME financing schemes.

2.2.5 Social

i. Education

The New Juaben South Municipal Education Directorate area has been divided into seven (7) circuits: Nsukwao, Ada, Oguaa, Adweso, Nyerede, Betom, and Srodae. Table 2.4 shows the number of educational facilities for both public and private schools.

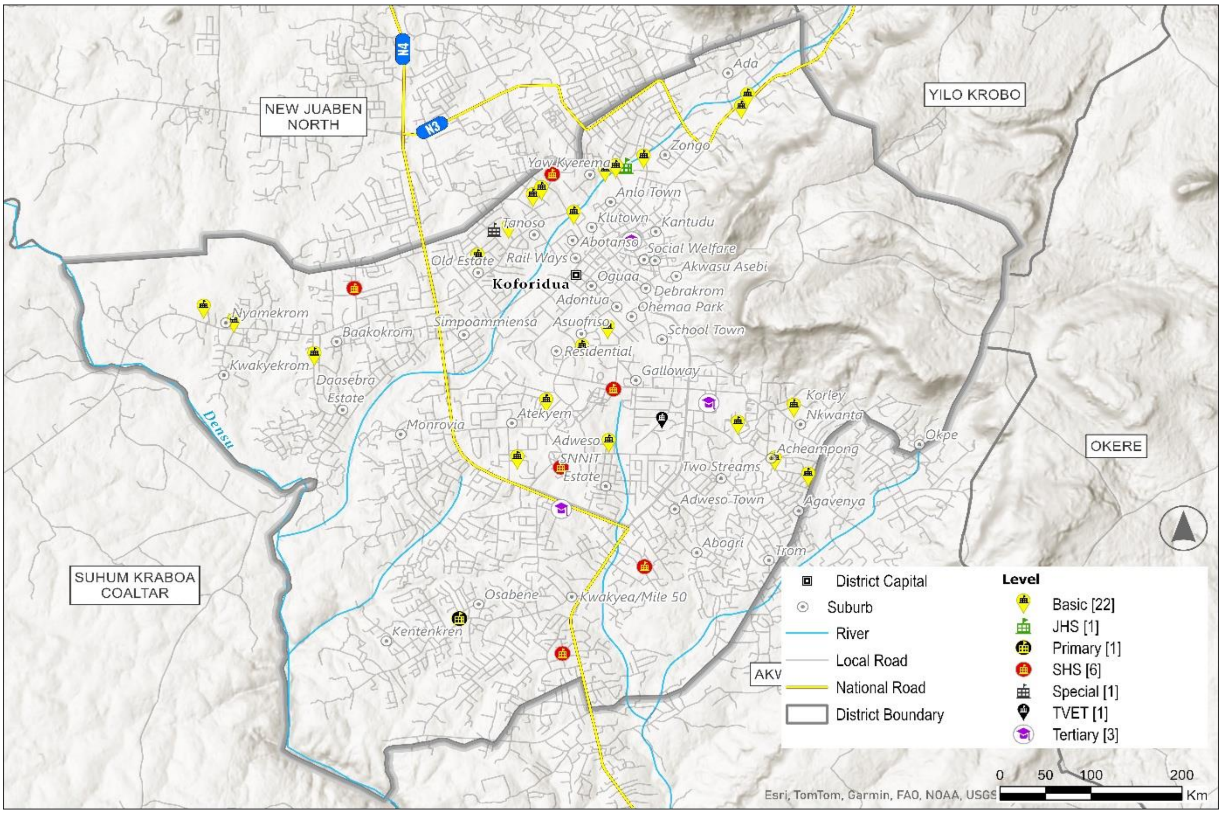
Table 2.3: Education Facilities

Category	Public Schools	Private Schools	Total
KG	45	69	114
Primary	50	61	111
JHS	49	33	82
SHS	4	1	5
University	1	1	2
Teacher Training	0	0	1

Nursing Training	1	0	1
TVET	1	1	2
Special School	1	0	1

Source: NJSMA, MPCU, 2025

Figure 2.15: Education Facility Map



Source: GLODA, 2025

Table 2.4: Enrolment in Private Schools

Enrolment in Private Schools															
Year	**2021**			**2022**			**2023**			**2024**			**2025**		
Level	**Boys**	**Girls**	**Total**	**Boys**	**Girls**	**Total**	**Boys**	**Girls**	**Total**	**Boys**	**Girls**	**Total**	**Boys**	**Girls**	**Total**
KG	1033	1081	2114	1863	1760	3623	2374	2266	4640	2234	2121	4355	1796	3730	3730
Prim.	3798	3721	7519	3711	3546	7257	4333	4254	8587	4035	4125	8160	3702	3597	7299
JHS				1036	1104	2410	1350	1388	2738	1121	1245	2366	1051	1052	2077
SHS	28	48	76	16	18	34	2	4	6	4	12	16	8	4	12
Voc. & Tech.	28	50		1	92	93				2	118	120	2	124	144
TOTAL	**3854**	**3819**	**7549**	**6627**	**6520**	**13417**	**8059**	**7912**	**15971**	**7396**	**7621**	**15017**	**6559**	**8507**	**13262**

Source: EMIS

Table 2.5: Enrolment in Public Schools

Enrolment in Public Schools															
LEVEL	**2021**			**2022**			**2023**			**2024**			**2025**		
	Boys	**Girls**	**Total**	**Boys**	**Girls**	**Total**	**Boys**	**Girls**	**Total**	**Boys**	**Girls**	**Total**	**Boys**	**Girls**	**Total**
KG	1181	1084	2265	1030	958	1988	1265	1155	2420	982	879	1861	1064	972	2036
Prim	5484	5656	11180	5222	5471	10693	5712	5803	11515	5649	5747	11396	5526	5513	11039
JHS	3119	3415	6534	2876	3171	6047	2964	3206	6170	2897	3164	6061	2872	3205	6077
SHS	5510	4192	9702	5272	4458	9730	4149	3114	7263	4834	6295	11129	5874	5877	11751
Voc. & Tech.	148	7	155	154	8	162	0	0	0	254	4	258	337	3	340
TOTAL	**15442**	**14354**	**29836**	**14554**	**14066**	**28620**	**14090**	**13278**	**27368**	**14616**	**16039**	**30705**	**15673**	**15570**	**31243**

Source: EMIS

Table 2.6: Staffing in Public Schools

Staffing in Public Schools																				
Levels	Trained Teachers										Untrained Teachers									
	Male					Female					Male					Female				
	2021	2022	2023	2024	2025	2021	2022	2023	2024	2025	2021	2022	2023	2024	2025	2021	2022	2023	2024	2025
KG	1	4	1	1	1	194	166	184	199	197	0	0	0	0	0	6	4	2	0	0
Prim.	99	61	87	83	93	340	257	330	356	344	12	2	0	0	0	9	0	0	0	0
JHS	215	197	169	207	199	269	241	257	303	298	7	2	3	0	0	10	0	0	0	0
SHS	244	320	195	135	320		75	109		188	73	25	7	0	9	23	5	2	0	7
Voc. & Tec	6	15	9	9	19	17	10	14	12	14	0	0	0	0	0	0	0	0	0	0
Total	565	597	461	435	632	820	749	894	870	1041	92	29	10	0	9	48	9	4	0	7

Source: EMIS

Table 2.7: Staffing in Private Schools

Staffing in Private Schools																				
Educ. Levels	Trained Teachers										Untrained Teachers									
	Male					Female					Male					Female				
	2021	2022	2023	2024	2025	2021	2022	2023	2024	2025	2021	2022	2023	2024	2025	2021	2022	2023	2024	2025
KG	8	10	8	11	15	18	26	22	23	21	25	26	14	17	10	142	160	158	148	124
Prim	34	44	45	55	49	15	24	27	31	24	212	203	213	201	192	152	169	157	151	153
JHS	82	95	104	98	106	20	15	24	24	45	134	139	153	167	134	32	48	24	24	25
SHS	15	24	20	6	6	15	14	5	0	0	19	14	10	0	0	3	4	1	0	0
Voc. & Tech	3	3	3	4	6		14	16	18	14	0	0	0	0	0	0	0	0	0	0
Total	139	173	180	174	182	68	93	94	96	104	390	382	390	385	336	329	381	340	323	302

Source: EMIS

Enrolment

Enrolment data reveal notable gender disparities across different educational levels and school types within the municipality. At the Kindergarten (KG) level, public schools record higher enrolment of boys, whereas girls dominate in private KG schools. This trend suggests a parental preference for enrolling girls in private schools during the early stages of education, likely due to better care and learning environments.

Public KG schools generally have more trained teachers, while private schools have better infrastructure and are better resourced than their public counterparts, which may influence parental choices.

At the primary school level, girls outnumber boys in public schools, while boys dominate in private schools**.** At the Junior High School (JHS) level, girls constitute the majority in both public and private schools.

Regarding statistics on the Net Enrolment Ratio (NER), the primary school level recorded a NER of 88% in 2025. In comparison, both Kindergarten (KG) and Junior High School (JHS) had net enrollment ratio of 69.5% and 78% respectively. This suggests that while a significant number of children are enrolled in school at the appropriate age, particularly at the KG and primary levels, there is still room for improvement in ensuring timely and sustained enrolment, especially at the JHS level.

The increasing number of girls in JHS also highlights the need for improved school infrastructure that supports gender-sensitive learning environments, particularly by providing changing rooms, gender-segregated, hygienic washrooms, and other girl-friendly facilities.

Table 2.8: NER, 2022-2025

Net Enrolment Ratio	2022	2023	2024	2025
KG	74.2%	72.4%	68.4%	69.5%
Primary	86.10%	81.8%	83.9%	88%
JHS	48.3%	64.8%	69.7%	78%

Source: NJSMA, MPCU 2025

ii. Health

A well-functioning healthcare system ensures a healthy, productive population, which is critical for socio-economic development. The municipality is served by several public and private health facilities that deliver both primary and secondary healthcare services.

The municipal health has a staff ratio of Nurse Population: 1:490, Midwife Population:1:1,835, and Doctor Population:1:6,490. There are 73 health facilities, comprising two public hospitals (Regional or Central Hospital and SDA Hospital), 15 private hospitals, 35 CHPS compounds, four health centres, one polyclinic, 15 private clinics, and one maternity home. The Koforidua Regional Hospital serves as a referral centre, providing secondary-level care to the municipality and other surrounding districts and municipalities.

Despite the numerous health facilities in the municipality, healthcare delivery continues to face significant functional challenges. Secondary healthcare facilities, such as the Central Hospital, are performing roles intended for primary healthcare units. This includes the treatment of common illnesses such as malaria, minor infections, and uncomplicated health conditions, which ideally should be managed at the Polyclinic, CHPS or health centres. This situation has led to the overburdening of the Regional Hospital and other private hospitals providing similar services.

This has resulted in long patient waiting times**,** overstretched resources, and a growing shortage of medical personnel, particularly doctors. Many primary healthcare facilities, such as CHPS and Clinics, are under-resourced in terms of physical infrastructure and logistics. Their limited capacity to deliver comprehensive basic health services compels patients to seek care at better-equipped secondary facilities, thereby causing congestion at those levels. A study conducted in Nyamekrom by planning students from Koforidua Technical University (KTU) revealed that the majority of households in the community seek healthcare services at the Central Hospital, despite the considerable distance. The main reason cited for this preference was the hospital's high-quality care. The findings indicate that residents were generally willing to travel farther and incur higher costs to access better healthcare services. Additionally, the study found that many community members preferred visiting pharmacies over local health centres or CHPS compounds, again citing quality of service as the main factor. The next most important factor influencing the choice of a health facility was proximity.

This therefore suggests that, to reduce pressure on secondary facilities and improve the overall efficiency of the health delivery system, it is necessary to upgrade and equip primary healthcare facilities, such as CHPS compounds and health centres, to meet basic health needs effectively. Strengthening these facilities with adequate personnel, essential drugs, equipment, and community outreach services will improve access to quality care at the community level.

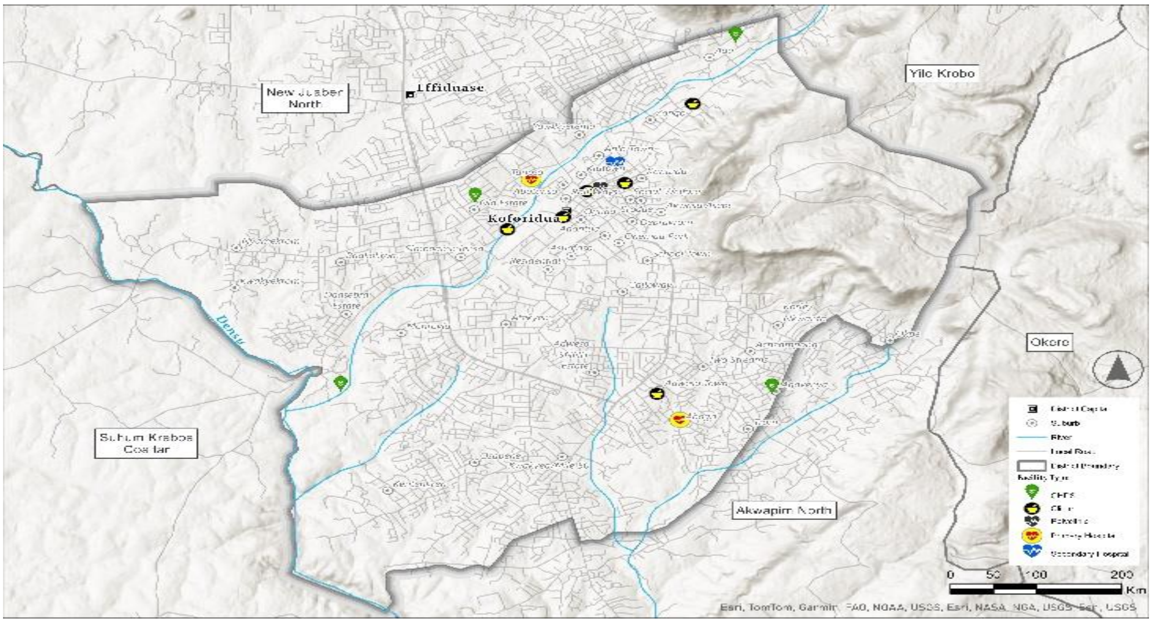
Additionally, the introduction of a referral and appointment system at the regional hospital is essential to improving healthcare delivery efficiency. This will ensure that patients are referred appropriately and help to reduce unnecessary congestion at referral centres.

Table 2.9: Health facilities

Facility	Number
Hospitals (Public): Regional and SDA	2
Hospitals (Private)	15
CHPS	35
Health Centers	4
Polyclinic	1
Clinics (Private)	15
Maternity Home	1
Total	**73**

Source: NJSM, MHD, 2025

Figure 2.16: Map of Health Facilities



Source: GLODA, 2025

1. **Doctor-to-population ratio: The Municipality has a Doctor-to-Population** ratio of 1:7895. This means that a limited number of doctors are serving a vast population of 135,574. Its development implications include reduced access to healthcare and overburdened healthcare professionals, which can lead to medical errors and a less satisfying patient experience. There is a need for more Doctors to serve the growing population.
2. **Nurse-to-population ratio: The Municipality has a Nurse-to-Population** ratio of 1:155. This means that the Municipality's ratio exceeds the national average of 1:450. On the other hand, it is not geographically equitable, as most of these nurses work at the Regional and SDA Hospitals, with a limited number working at the various CHPS compounds. Its implications include reduced access to primary healthcare, increased strain on hospitals, delayed treatment, and poorer health conditions, especially in communities that rely on the CHPS compound for their primary healthcare needs.
3. **Maternal Mortality Ratio**- As of December 2024, the municipality recorded a maternal mortality ratio of 694.97 per 100,000 live births. This means that, out of every 100,000 live births, 694 mothers died due to pregnancy-related complications. This indicates inadequate

access to quality maternal health services. This may be due to most health personnel being concentrated at the Polyclinic, Regional, and SDA Hospitals, with the few remaining spread across the municipality.

4. **Mental Health**- The Municipality is faced with several mental health issues. These cases are arising because almost all sub-municipalities have mental health nurses conducting home visits, providing school health services, and referring, when necessary, to the regional hospital. People are becoming aware of Mental Health issues and are seeking care at health facilities. A high number of mental health issues would cause profound development implications, including increased pressure on health services, loss of economic productivity, poor educational outcomes among youth, and the breakdown of families and social systems due to stigma and isolation. It can also lead to higher rates of substance abuse and crime, undermining community safety and stability. Overall, it slows progress toward key development goals, highlighting the urgent need to integrate mental health into healthcare, education, and community support systems.

   The Table below shows the Top 10 causes of mental health conditions in the municipality.

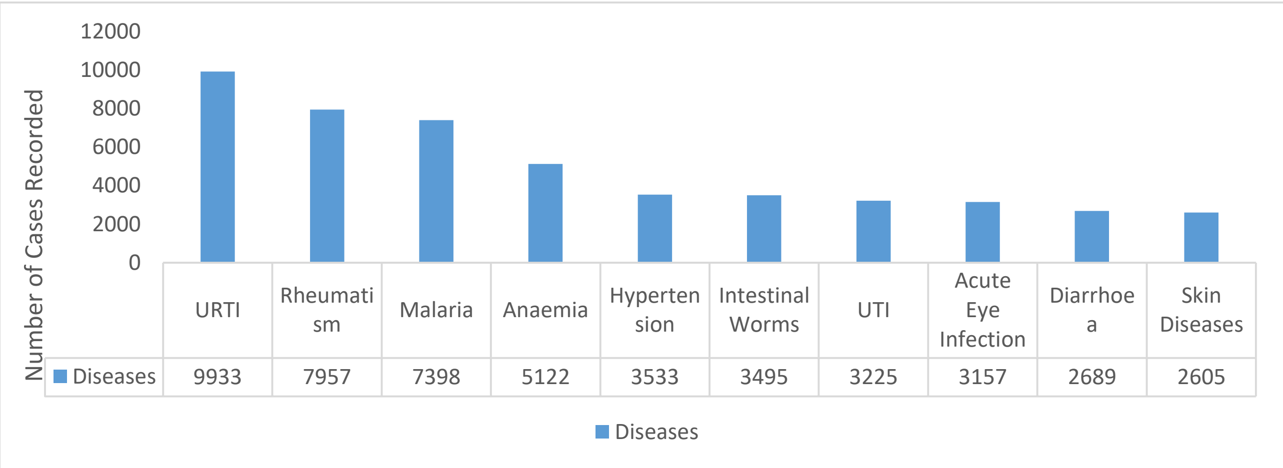
Table 2.10 Top Causes of Mental Health Conditions in 2024

S/N	Mental Health Conditions	Total Number Recorded
1.	Schizophrenia, schizotypal and delusional disorders	171
2.	Substance use disorder	52
3.	Mental Disorders unspecified	33
4.	Epilepsy	31
5.	Depression	29
6.	Bipolar Disorder	27
7.	Dementia	23
8.	Mental Disorders due to alcohol abuse	18
9.	Delirium	9
10.	Developmental Disorder	5

Source: MHD, 2025

5. **Top 10 causes of OPD Attendance** - Over the years, Upper Respiratory Tract Infections (URTIs) have been the leading cause of OPD attendance in the municipality. This is due to poor air quality from dust and smoke, congestion, seasonal weather changes, the high vulnerability of children, inadequate hygiene practices, limited public health education, and poor ventilation in homes and schools, which contribute to the widespread occurrence and transmission of URTIs. It highlights deeper issues such as poor environmental sanitation, air pollution, overcrowded housing and limited public health awareness. These factors not only affect individual well-being but also hinder overall social and economic development in the municipality.

Figure 2.17 Top 10 Causes of OPD Attendance



6. **HIV/AIDS**- In 2024, the Municipal Health Directorate recorded 6,045 of its population testing for HIV. Out of that, 2,507 were males, and 3,538 were females. The actual positives recorded were 493, out of which 483 were linked to care. This is relatively high in a municipality with a population of 135,856.

7. **Nutrition-** The regular monitoring of the weight of infants and young children is adequate for early detection of growth faltering and provides a timely opportunity for intervention. This approach not only measures children's well-being but also serves as a proxy indicator of household food security. Through static and outreach Child Welfare Clinic (CWC) sessions, all children under 5 years are periodically assessed and vaccinated appropriately. Counselling sessions are also organised for caregivers on appropriate Infant and Young Child Feeding and

care practices. Child developmental milestones were also evaluated to determine suitable growth. Through periodic quality control measures, faulty equipment (scales) was identified, maintained or replaced. Moreover, Community Health Nurses and other staff were supported to improve documentation in the MCHRB and the NCH register. This has greatly enhanced the reliability of the generated data.

Though the malnutrition rate of the municipality is acceptable (<5%), unidentified and unreported cases of malnutrition in the peripheral and hard-to-reach areas remain an issue of great concern. The prevalence of stunting has stagnated in the New Juaben South municipality, even as the number of affected children has increased. The proportion of eligible children whose length/ height was measured remains low in some sub-municipalities. Despite efforts to ensure the equitable distribution of stadiometers/infantometers, most facilities do not have them, and staff commitment to undertake measurements according to schedule remains low.

iii. Social and Child Protection

Social and child protection remains a critical development concern in the New Juaben South Municipality, especially in light of the growing vulnerabilities affecting children, women, persons with disabilities, and other marginalised groups. The Department of Social Welfare and Community Development plays a central role in coordinating interventions and responding to issues related to abuse, neglect, child welfare, family support, and social vulnerability.

1. Social Protection Interventions

The municipality continues to implement national and local-level social protection programmes, including:

- Livelihood Empowerment Against Poverty (LEAP) for extremely poor and vulnerable households.
- Support for persons with disabilities (PWDs) through the PWD component of the District Assemblies Common Fund (DACF).

- Social services are delivered through partnerships with UNICEF, NGOs, CSOs, and faith-based organisations to empower vulnerable groups and expand access to basic services.

However, the department faces critical challenges in coverage, funding, logistics, and personnel capacity. Many eligible households remain excluded due to inadequate data, limited outreach, and delays in fund disbursement.

2. Non-Maintenance and Family Welfare Cases

A significant portion of social welfare cases in the municipality relate to non-maintenance instances in which fathers fail to provide financial support for their children following separation or the breakdown of cohabiting relationships. These cases are frequently referred to the Department of Social Welfare by the law courts for resolution and mediation.

Our findings reveal that most of the men involved are between 25 and 40 years old, while the women are primarily in their twenties**.** The root causes of some of these non-maintenances include financial hardships, a lack of job opportunities, and a low sense of parental responsibility, particularly among those in informal or cohabiting relationships**.** These unresolved maintenance issues contribute to child neglect, poor school attendance, and social instability.

3. Teenage Pregnancy

Teenage pregnancy is another pressing issue in the municipality, yet it remains largely undocumented and unmanaged due to institutional disconnects. While hospitals and health facilities supervise the pregnancies and deliveries of underage girls, there is often no formal mechanism for referral or follow-up by the Department of Social Welfare, unless a police case is involved.

This results in a lack of coordination between health and social welfare systems. There is **l**imited data on teenage pregnancies and child mothers.

This leads to missed opportunities for psychosocial support**,** reintegration into school, and family interventions and inadequate protection for girls at risk of repeated pregnancies or exploitation. This gap poses profound implications for the well-being of teenage mothers and their children, and hinders efforts to develop targeted interventions to address early pregnancy and child protection concerns.

4. Child Protection Challenges

Other ongoing child protection issues in the municipality include:

- Child neglect and abuse.
- Streetism and child labour in urban areas.
- Inadequate shelter and support systems for children in distress.
- Low awareness of children's rights and limited community-based protection mechanisms.

Strengthening inter-agency coordination, especially between health facilities, the Police, the Courts, CHRAJ, and the Social Welfare Department, is essential to ensure adequate protection of vulnerable people in the municipality. There is also an urgent need to:

- Improve data collection and case management systems.
- Enhance public awareness and parental responsibility, especially among young men.
- Provide legal and psychosocial support for families in distress.
- Expand social protection programmes to reach underserved households.

iv. Water and Sanitation

1. Solid Waste Management

Solid waste management remains a critical development issue in the New Juaben South Municipality. The municipality faces several challenges, including heaped refuse in the Central Business District (CBD), frequent overflow of waste bins, inadequate provision of communal containers, and indiscriminate disposal of waste into drains and other unauthorised locations.

These poor disposal practices contribute significantly to flooding and the spread of sanitation-related diseases.

Currently, twenty-one (21) communal waste containers have been placed at strategic locations within the municipality. These containers are serviced by Zoomlion Ghana Limited, under a waste management contract. In addition, many households use private receptacles and dugout pits, where waste is either buried, burned, or conveyed to communal sites. Approximately 4,600 households have subscribed to Zoomlion's door-to-door waste collection service, reflecting growing interest in improved household-level waste disposal.

Three Zonal Councils, Nsukwao, Zongo, and Ada, manage unapproved community dumping sites, in addition to three (3) officially approved dumpsites. In 2024, an estimated 101,789.47 tons of solid waste were generated and collected in the municipality. The estimated daily solid waste generated was 278.88tons. Out of the total estimated figure (101,789.47 tons) generated, 66,428.21 tons (representing 65.26%) of solid waste was collected, and 35,361.26 tons (representing 34.74%) of solid waste was uncollected. Everyone within the municipality generates approximately 0.76 tons of solid waste during this period (when dividing the estimated total solid waste generated by the projected population of the Municipality of 134,312). About 35% of the household population in the Municipality engages in improper solid waste disposal, which may create unsanitary conditions that contaminate land, water, and air, potentially triggering outbreaks of disease.

Under the Sanitation Improvement Package, Zoomlion is also responsible for cleaning container sites and sweeping streets, while the NAMCOP gang undertakes weed-clearing and drain desilting. A key gap in the current waste management system is the absence of a dedicated final disposal site for the municipality. At present, New Juaben South shares a landfill site with the New Juaben North Municipal Assembly, located at Akwadum. This site is managed by Waste Landfill Company Limited, a subsidiary of Zoomlion.

As part of the municipality's sanitation improvement culture, clean-up exercises are organised every 40 days, coinciding with the traditional Akwesidae calendar. These activities promote communal cleaning in electoral areas and contribute to local awareness and participation in sanitation.

2. Liquid Waste Management

Liquid waste management in the municipality presents similar challenges. A growing concern is the illegal discharge of household septic tank effluent into public drains, which poses significant public health risks and threatens water bodies.

About 86% of households have access to latrines, totalling 13,264 household latrine facilities**.** These include 9,309 water closets (W/C)**,** 3,731 VIP latrines**,** and 37 KVIPs**.** 3 731 VIPs et 10 pour flush. Households without private toilets rely on public facilities. There are 1,473 institutional latrine facilities in the municipality.

The municipality has five (5) public W/C latrines across zonal councils, with Srodae having three (3)**,** Old Estates and Nsukwao 1 each and **t**hirty-one (31) public latrines. All the public latrines within the municipality are operational and have been franchised to private managers**.**

Nevertheless, open defecation persists, especially in low-income communities where household toilet coverage remains inadequate. Institutional sanitation facilities, particularly in public basic schools, are often old KVIP systems in poor condition—posing risks to student health and hygiene.

Furthermore, there is no final disposal site for liquid waste within the municipality, which limits the capacity for safe treatment and disposal. This is compounded by weak enforcement of sanitation bylaws and inadequate public education.

Key Issues Identified

- Inadequate number and poor maintenance of communal waste containers.
- Absence of a final solid and liquid waste disposal site.

- Illegal disposal of both solid and liquid waste.
- Low household toilet coverage and poor maintenance of institutional toilets.
- Indiscriminate channeling of septic waste into public drains.
- Weak enforcement of sanitation regulations and bylaws.
- Overreliance on public latrines, some of which are in poor condition.

Recommendations

- Scale up the provision of communal and household waste bins to reduce indiscriminate dumping.
- Promote household toilet construction, particularly in deprived communities, through education, subsidies, or public-private partnerships.
- Identify and develop a dedicated final disposal site for both solid and liquid waste within the municipality.
- Strengthen enforcement of sanitation by-laws and improve environmental health inspections.
- Enhance inter-agency collaboration (Environmental Health, Waste Contractors, Works Department) for effective monitoring and service delivery.
- Invest in modernising school and institutional toilet facilities, transitioning from KVIPs to WCs with a sustainable water supply.
- Expand public education campaigns on sanitation, emphasising the health and economic benefits of good waste management practices.

3. Water

Water is essential to citizens' day-to-day life, to survival, and for certain activities. The municipality's primary water source is Ghana Water Company Limited. Other communities get their water from hand-dug wells, mechanised wells, boreholes, springs, and rainwater harvesting systems. There are 252 mechanised wells, 44 boreholes, three springs, 916 hand-dug wells, 19 RHS, 16 public pipes, and 3373 GWL water facilities in the municipality.

v. Housing

Housing plays a critical role in economic opportunity for individual workers and their families, affecting current and future workers, employers, communities, and regional markets. It is commonly accepted that the well-being of both individuals and families is substantially affected when the need for satisfactory housing is not met. Access to adequate housing has long been viewed as a fundamental human right and is considered an integral factor in the enjoyment of other economic, social and cultural rights. According to the United Nations (UN) Committee on Economic, Social and Cultural Rights, satisfactory housing consists of: legal security of tenure; availability of accessible services, facilities and infrastructure; habitability; accessibility (e.g. access to employment, health services, schools, etc.); cultural adequacy; and affordability. Given the relevance of housing to an individual's well-being, it is not surprising that for most people the world over, homeownership is of utmost importance.

The total housing stock in the New Juaben South Municipality accounts for 26.35 per cent of the total households in the Eastern Region (456,663). Analysis of the existing distribution of housing stock in the Municipality revealed that 9.8 per cent of the total housing units are located in rural areas. The predominant type of dwelling or housing units in the Municipal are compound houses, separate houses, semi-detached houses, flat/apartment, hut/building, tent, improvised home (kiosk/container), living quarters, etc. Analysis of the existing situation revealed that a large percentage of households (67.1percent) live in room(s) within compound houses. In contrast, 11.3 per cent live in separate houses, which is the least common type in the region. A smaller percentage of households live in flats, apartments, or other dwelling units (7.4 per cent), kiosks (1.7 per cent), or other improvised dwelling units (1.7 per cent). Analysis of the existing housing situation in the Municipality also revealed that, with regard to house ownership, the majority of housing is owned by household members. This indicates a strong tradition of family-based housing with a smaller percentage owned by private individuals or relatives who are not household members.

vi. Gender

Gender is an essential consideration in development. It is a way of looking at how social norms and power structures impact the lives and opportunities available to different groups of men and women. Women comprise more than 50 per cent of the population, mainly because of their higher life expectancy.

Women have an essential role in the economy. In the NJS Municipality, although more females participate in economic activities, the proportion of economically active males (73.8 per cent) is higher than that of females (70.1 per cent). There are several barriers to the contribution of women's economic outputs in the Municipality, including: marginalisation and discrimination in terms of representation as leaders and problem solvers; inadequate access to farmlands; exclusion from the formal sector and managerial positions; and a lack of childcare facilities in both formal and informal workplaces.

In educational institutions, the situation appears typical, considering the proportion of males in the total population. However, the gender parity index tends to shift at the Senior High and primary levels, with school enrolment at 27,077 pupils, comprising 49.4 per cent males and 80.6 per cent females. At the JHS level, total enrolment was 10,896 students, consisting of 47 per cent males and 53 per cent females. Lastly, at the SHS level, total enrolment stands at 17,017, with 58 per cent males and 42 per cent females. Source: SDF, 2025-2045, Global Development Associate

Gender equality remains a vital cross-cutting issue in the Municipality's planning process. The Assembly has made considerable progress in promoting gender inclusiveness, despite existing disparities in sectors such as education, economic empowerment, health, land access, and vulnerability to climate change. Addressing these gaps is crucial for achieving inclusive and sustainable development.

Education and Gender Parity

Gender disparities begin at the foundation level of education. The Gender Parity Index (GPI) at kindergarten is 0.72**,** indicating that for every 100 boys enrolled, 72 girls are in school. This early imbalance is concerning and may be driven by socio-cultural and economic barriers. However, gender parity improves significantly at higher levels in the education sector, with the following data: Primary (GPI: 1.16)**,** JHS (1.20)**,** and SHS (1.55)**,** suggesting either improved retention of girls or increased dropout among boys in later stages of schooling. While this upward trend for girls is commendable, it also calls for targeted action to address the underlying causes of male dropout.

Literacy and Capacity Building

The municipality records a relatively high literacy rate of 89.7% among persons aged six and above. However, there is a gender gap: the literacy rate is 92.7% for males and 87.0% for females. This gap reflects a broader inequality in access to education and lifelong learning opportunities.

Employment Opportunities and Livelihoods

The economically active population stands at 93,548, with females (48,820) slightly outnumbering males (44,728)**.** Women are predominantly engaged in petty trading, catering, hairdressing, and sewing within the informal sector. Men dominate artisan trades such as masonry, electrical work, and tailoring. These gendered occupational patterns indicate limited economic mobility for women and unequal access to higher-value economic activities.

In agriculture, female farmers manage smaller average farm sizes (2.9 acres) than males (6.6 acres), highlighting disparities in access to land and inputs. Moreover, more females than males depend on ecosystem services such as water collection, firewood, and small-scale farming, making them more vulnerable to environmental degradation and climate risks**.**

Health

Health insurance coverage is higher among women, with more females registered under the National Health Insurance Scheme (NHIS) than males. This indicates higher health-seeking behaviour among women but may also reflect their increased vulnerability to health risks due to economic or reproductive roles.

Gender-Based Vulnerabilities

Gender-based violence is a serious concern. Reports from communities like Betom, Srodae, Ada, Adweso, Agavenya, and Korle reveal high incidences of child neglect, domestic violence, and physical abuse of women by their partners. Many young girls who are not enrolled in school are found cohabiting, increasing their risk of early pregnancy and economic dependency.

Governance, Planning, and Institutional Frameworks

The municipality has a dedicated Gender Desk Officer who supports the mainstreaming of gender issues into development planning, programming, and monitoring. Furthermore, infrastructural planning processes consider gender sensitivity, ensuring that facilities such as markets, schools, sanitation points, and transportation systems are designed to be inclusive and responsive to the specific needs of women, children, and persons with disabilities.

The Assembly developed a Gender Strategic Plan in 2021**,** which outlines priorities for gender equality and women's empowerment. However, the plan is yet to be revised to align with emerging challenges and national policy directions. Additionally, EPA has assisted the Assembly in developing a Climate Vulnerability Report under the National Adaptation Programme (NAP), which incorporates climate adaptation strategies with a focus on gender, particularly women, who are more exposed to climate impacts.

Key Gender Issues in the Municipality

- Low female enrolment at the KG level (GPI: 0.72).
- Gender gaps in literacy and access to technical or STEM education.

- Economic marginalisation of women and limited land access.
- Increased vulnerability of women to flooding and climate-related risks.
- Gender-based violence and neglect of parental responsibilities.
- Greater reliance by women on ecosystem services for livelihoods.
- Outdated Gender Strategic Plan requiring review and update.

Source: Climate Change Vulnerability Assessment, Foresight Planners and Research Africa Limited

vii. Migration

Migration, alongside fertility and mortality, plays a significant role in shaping population growth and distribution. The movement of people into and out of specific geographical locations is influenced by a variety of factors, including population size, governance systems, social structures, land availability, climate, vegetation, economic opportunities, and technological advancement. Understanding migration patterns is crucial for planning, service delivery, and resource allocation within the municipality.

According to the 2021 Population and Housing Census, a total of 23,768 migrants, defined as individuals born outside the New Juaben South Municipality but currently residing within it, were recorded. This population highlights the municipality's appeal as an urban centre with growing economic and social opportunities.

The highest number of internal migrants came from the Greater Accra Region (7,143), followed by the Ashanti Region (4,020), the Volta Region (3,868), and the Central Region (2,731). The Northern Region accounted for 1,029 migrants, while the Savannah Region recorded the lowest figure, with 122 migrants residing in the municipality.

Regarding international migration, 5.4% of the total migrant population was born outside Ghana. Among this group, Nigerians constitute the largest proportion (616), followed by Togolese (149).

Sierra Leoneans form the smallest number, with only one individual recorded. Migrants from other ECOWAS countries collectively account for 250 individuals residing in the municipality.

These migration trends emphasise New Juaben South's role as a receiving hub for both internal and cross-border migration, driven by factors such as employment, education, and family reunification. The municipality must therefore incorporate migration dynamics into spatial and social development planning to ensure inclusivity and adequate service provision for all residents.

viii. Aged-Care

Aged care has become an increasingly significant social issue in New Juaben South Municipality due to rising life expectancy, changing family dynamics, and urban pressures. In the past, the elderly were looked after by extended family members; however, shifts in household structure, unemployment, and urban migration are weakening these traditional support systems. This has left many elderly individuals vulnerable, isolated, and lacking adequate access to health and social care.

According to the 2021 Population and Housing Census, the municipality has an elderly population (aged 60 years and above) of about 10%. The number of elderly people in the population is expected to increase in the coming years due to improvements in healthcare and general living conditions. A significant proportion of this group lives in peri-urban and rural communities where access to services is limited.

The aged face several barriers to accessing healthcare, including limited mobility and transportation challenges, financial constraints in affording medications and routine checkups, and a lack of geriatric-specific services in health facilities. Although the Regional or Central Hospital and other health facilities serve the general population, there are no specialised geriatric units. The municipality lacks formal aged care infrastructure, such as shelters for the elderly (Residential care homes).

Most older adults rely on informal caregiving arrangements that are irregular and often inadequate. Additionally, many older persons in the municipality lack access to sustainable income or pension support. This is due to:

- Limited formal employment during their active years.
- Limited Livelihood Empowerment Against Poverty (LEAP) program and other social protection schemes.
- Rising cost of living, particularly in urban zones like Koforidua Central and its environs.
- In communities like Railways, Betom, Nsukwao and parts of Old Estate, elderly persons often live in deteriorating housing units with little or no adaptation for their physical needs, such as lack of ramps, grab bars, or non-slip flooring. This increases their risk of injury and restricts their independence.

ix. Family Life

Family life forms the cornerstone of every society, shaping the values, behaviours, and perspectives of its members, particularly the youth. In the New Juaben South Municipality, however, the family structure is facing profound challenges that are disrupting the community's social and economic fabric.

This section provides a candid overview of the current state of family life in the municipality, focusing on emerging trends, root causes, and their broader implications.

Rising Single Motherhood and Weak Family Units

Recent data indicate that over 65% of mothers in the municipality are single parents, a significant departure from the traditional two-parent household. This shift points to a growing trend of broken long-term relationships and a rise in cohabitation, often with partners who fail to provide adequate emotional or financial support. As a result, many women are left to bear the full burden of raising children alone.

This unstable family dynamic places immense emotional, psychological, and economic strain on both mothers and their children. The absence of consistent father figures deprives many children, particularly boys, of positive role models, which adversely affects their social development and behaviour.

The Decline of the Extended Family System

The traditional extended family structure, once a source of strong communal support, is rapidly eroding. According to observations and research conducted by the Department of Social Welfare and Community Development, the nuclear family—often headed solely by a mother—has become the dominant family model in New Juaben South.

The reduced involvement of grandparents, aunts, uncles, and other extended relatives has led to increased household isolation. This lack of shared responsibility makes families more susceptible to social and economic stress, weakening the safety net that once supported child upbringing and community resilience.

x. Youth Unemployment and Rising Vulnerability

Youth unemployment remains a significant concern in the municipality. With limited access to jobs and vocational training, many young people, especially those out of school, find themselves idle and hopeless. This has led to a surge in risky and illegal behaviours, including:

- Drug use and addiction
- Commercial sex work (commonly referred to as "hookups")
- Petty theft and internet fraud
- Motorcycle (Okada) and tricycle riding with no long-term career prospects

These activities are especially prevalent in deprived communities such as Betom, Srodae, Kantudu, Ada, Zongo, Agartha, and Nsukwao. These areas are fast becoming urban slums, characterised by extreme poverty, inadequate infrastructure, and poor living conditions.

Children growing up in such environments are constantly exposed to violence, substance abuse, and fractured families. Many lack access to quality education, mentorship, and supportive adult guidance, all of which are essential to healthy personal development. This reality perpetuates a cycle of poverty, crime, and social disintegration that is increasingly difficult to break.

The state of family life in the New Juaben South Municipality is in crisis. The sharp increase in single-parent households, the decline in communal support systems, widespread youth unemployment, and deteriorating living conditions are urgent challenges that require coordinated, targeted interventions. If left unaddressed, these issues will continue to undermine the municipality's well-being, stability, and development for years to come.

xi. Youth

The youth constitute a vibrant segment of the population in the New Juaben South Municipality, playing a crucial role in socio-economic development. They are highly organised, engaged, and committed to developing their communities. With support from government, civil society, development partners, and religious institutions, they make an impact through sports, civic engagement, social accountability, and innovation. Strengthening these efforts and addressing the structural barriers they face will unlock the full potential of the youth as agents of positive change and sustainable development.

A wide range of youth groups and associations operate across the municipality, engaging in activities that span from sports, civic engagement, community service, and religious development. Sports-based youth groups are particularly prominent, with active football clubs, basketball and volleyball teams, table tennis, and lawn tennis groups, which provide healthy recreation and help develop leadership and teamwork skills.

There are also community-based youth groups in areas such as Zongo, Nyamekrom, Anlo Town, Ada, and Adweso that serve as hubs for mentorship, social mobilisation, and development initiatives. In addition, Civil Society Organisations (CSOs) and youth-led platforms like DMAC, BBF, AFES, and the Youth Parliament are making a significant impact in promoting youth empowerment, civic education, and advocacy within the municipality.

Faith-based institutions also play a pivotal role in youth development. Churches, including the Catholic Church, the Church of Jesus Christ of Latter-day Saints, Assemblies of God, and others, have established youth ministries and organisations that focus on spiritual growth, leadership development, life skills training, and community outreach, contributing meaningfully to the moral and social foundation of young people.

The municipality has taken steps over the last four years to deepen youth involvement in governance and development planning. With support from STAR Ghana Foundation, the Assembly is currently implementing a targeted programme titled “Action for Youth Development” under the broader “Our City Kofkro Project.” This initiative seeks to strengthen youth voices in local governance, promote inclusive planning and budgeting, and build youth capacity to engage meaningfully in the development of their communities.

As part of this initiative, partners under the Kofkro Project have successfully developed the Koforidua Youth Manifesto. This youth-led document outlines the priorities, aspirations, and demands of young people in the municipality. This manifesto serves as a guiding framework for advocacy and dialogue between youth groups and decision-makers, and provides a roadmap for integrating youth issues into the local development agenda.

Despite these positive strides, the youth still face significant challenges, including high unemployment and underemployment, inadequate access to technical and vocational education, limited access to start-up capital, and insufficient recreational infrastructure. Addressing these challenges requires sustained investment in youth development programmes, stronger inter-agency collaboration, and the institutionalisation of youth participation in local decision-making.

Implication for Development- Social Development

- **Waste Management Challenges**: The growing urban population is generating large volumes of waste, but weak waste management practices have resulted in poor sanitation across the municipality. This situation has significant implications for environmental health and urban aesthetics, requiring a coordinated waste management strategy and increased community participation.
- **Healthcare Delivery Constraints**: The municipality faces a critical shortage of medical doctors, leading to over-reliance on house officers and nurses, long waiting times, and compromised quality of care. Strengthening the health sector's human resource base is essential to meeting the healthcare needs of the growing population.
- **Youth Engagement and Vulnerabilities**: While there are vibrant youth groups and associations engaged in positive initiatives, segments of the youth population are also exposed to risky behaviours such as drug abuse, sexual exploitation, and gender-based violence. There is a need for targeted youth development programmes, mentorship, and stronger community engagement to harness their potential.
- **Rising Non-Maintenance and Child Neglect Cases**: The municipality is experiencing an increase in non-maintenance cases, mainly due to unemployment, financial incapacity of men, and a weak sense of parental responsibility—especially in cohabiting unions. These issues are contributing to child neglect, poor school attendance, and social instability, highlighting the need for strengthened family support services, parenting education, and enforcement of maintenance obligations.

xii. Environment

The environment here refers to the built environment, the man-made aspects of our surroundings. It includes all physical structures and infrastructure created by humans such human settlement, climate change, transportation, and utility systems. The provision of infrastructure promotes economic growth, liveability of human settlements and aids in alleviating poverty.

xiii. Human Settlement

Human settlement is the organized occupation and development of land by people, involving the construction of homes and infrastructure to support daily life and community activities.

Housing plays a critical role in economic opportunity for individual workers and their families, affecting current and future workers, employers, communities, and regional markets. It is commonly accepted that the well-being of both individuals and families is substantially affected when the need for satisfactory housing is not met.

Access to adequate housing has long been viewed as a basic human right and is considered to be an integral factor for the enjoyment of other economic, social and cultural rights. According to the United Nations (UN) Committee on Economic, Social and Cultural Rights, satisfactory housing consists of: legal security of tenure; availability of accessible services, facilities and infrastructure; habitability; accessibility (e.g. access to employment, health services, schools, etc.); cultural adequacy; and affordability. Given the relevance of housing to an individual's well-being, it is not surprising that for most people the world over, homeownership is of utmost importance.

The total housing stock in the New Juaben South Municipality represents 26.35 percent of the total households in the Eastern Region (456,663). Analysis of existing distribution of housing stock in the Municipality revealed that 9.8 percent of the total housing units are located in rural areas. The predominant type of dwelling or housing units in the Municipal are compound houses, separate houses, semi-detached houses, flat/apartment, hut/building, tent, improvised home (kiosk/container), living quarters etc.

Analysis of existing situation revealed that a large percentage of households (67.1percent) live in rooms within compound houses, while 11.3 percent live in separate houses, which is the least common type in the region. A smaller percentage of households live in flats, apartments, or dwelling units (7.4 percent), kiosks, or other improvised dwelling units (1.7 percent).

Analysis of existing housing situation in the Municipality also revealed that when it comes to house ownership, the majority of housing is owned by household members. This indicates a strong tradition of family-based housing with a smaller percentage owned by private individuals or relatives who are not household members.

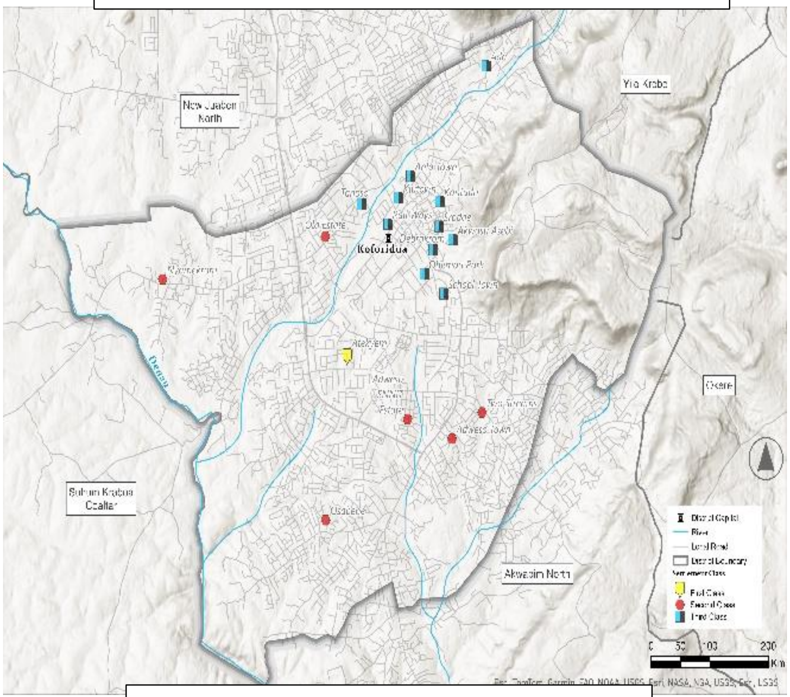
Settlement hierarchy is a useful model in understanding the relationship that exists between different places where people live and its services available. The concept is being explored to gain insights on the size class of settlements. Communities grow in size and function, so there is the need to know the level of services that may be required to support its functioning.

There are three main hierarchy of settlements in the municipality, namely:

- First order (population of 10,000 people and above)
- Second hierarchy (population are between 5,000 to 10,000)
- Third hierarchy (settlements between 500 and 5000 thresholds)

The settlements in the Municipality are categorised into three hierarchies: First Order, Second, and Third. Currently, Osabene, Srodae, Betom and Adweso are described as the First Order Settlements. By the end of the planned period, Anlo Town, Old Estate, Nsukwao, Ada, Zongo, and Nyamekrom would have been designated as First Order settlements.

Figure 2.18 Settlement Classes



Source: GLODA, 2025

xiv. Climate Change

In recent times, climate change and its impacts have gained significant attention in global and local discussions, as they pose a severe threat to future growth and development. Climate impacts continue to worsen, negatively affecting key development sectors such as agriculture, water, health, transportation, and energy. Climate change impacts also interact with non-climate drivers and stressors to exacerbate vulnerability of various social and economic systems. Studies have shown that Ghana's climate has changed over the past four decades. Over the past four decades, the country has experienced rising temperatures, erratic rainfall, floods, and more extreme weather events. These impacts are accelerating and worsening, indicating the need to strengthen capacities on mainstreaming climate change priorities in development planning processes and policies at multiple levels across the country.

NJSMA is in the semi-deciduous rain forest zone and is experiencing climate variability and change. The municipality's climate has changed significantly in recent years, with impacts felt across the municipality. The change has resulted in higher temperatures, increased evaporation, a decreased and highly variable rainfall pattern, and more frequent and pronounced flooding and drought spells.

This rainfall variability has enormous consequences for agricultural productivity in the municipality. As a partly agrarian municipality that depends primarily on rainfall for agriculture, farmers are negatively affected by heavy rain, as these events cause surface runoff and erosion, which can damage crop and pasture composition. Also, after every heavy rainfall that causes flooding, market centres and school services are disrupted due to infrastructure damage. Due to the high topographic wetness indices observed in some regions of the Municipality, mosquito-prone areas are identified as high. Changing rainfall patterns could increase the scale of these mosquito-prone areas, potentially increasing the distribution of vector-borne diseases.

xv. Circular Economy

The circular economy is a forward-looking economic model that aims to reduce waste and maximise resource use by keeping materials in circulation for as long as possible. In the New Juaben South Municipality, various economic and artisanal activities generate significant quantities of waste. Yet, these waste streams offer untapped opportunities for recycling, reuse, and value addition, contributing to sustainable development and the creation of green jobs.

By harnessing the potential embedded in these local waste streams, the municipality can advance toward a resilient, inclusive, and low-carbon economy. This transformation will not only convert environmental challenges into economic opportunities but also drive innovation and social inclusion. Empowering women and youth through training in recycling and upcycling techniques will further stimulate green entrepreneurship and support sustainable livelihoods through waste-to-wealth initiatives.

Key Waste Streams and Circular Economy Opportunities

1. **Plastic Waste**

   With numerous hotels, restaurants, eateries, offices, and private homes, plastic waste, especially from bottled water, is generated in large volumes. These plastics can be recycled into pavement blocks, furniture, and household items. Introducing community sorting stations and incentivising household-level segregation can enhance the circularity of plastic use.

2. **Palm Kernel Processing Residue**

   At Ada Magazine, palm kernel processing groups generate significant quantities of chaff (husk), which is often discarded and left to accumulate. These by-products can be transformed into charcoal as a renewable energy source, thereby reducing deforestation and offering a cleaner fuel alternative.

3. **Cassava Processing Residue**

The Municipality benefits from fertile soil that supports agricultural activities, with communities such as Ada engaged in small-scale cassava farming. A significant by-product of cassava processing is cassava peels, which traditionally have been discarded as waste.

In line with circular economy principles, local youth involved in agriculture have taken innovative steps to address this waste challenge. Through research and experimentation, they have developed effective methods to convert cassava peels into valuable products, including animal feed (including poultry and fish feed) and biofuel. This approach not only reduces agricultural waste but also creates new income streams, contributing to sustainable economic development and resource efficiency within the Municipality.

4. **Wood Processing Waste**

The municipality also hosts wood processing businesses that produce sawdust, a resource that can be reused for animal bedding, charcoal, or biomass fuel. Supporting enterprises in biomass energy or livestock industries to use this by-product would reduce environmental hazards and add value.

5. **Textile Industry Waste:** Dressmakers (Tailors and sewists) and small-scale textile firms produce fabric scraps and paper patterns. These waste materials can be creatively reused to make hair accessories, face masks, patchwork quilts, home décor, door mats, potholders, and artisan crafts.

6. **Glass and Bottle Reuse**

Glass bottles, usually treated as waste, can be recycled for household and gardening uses such as plant holders, decorative lamps, or garden borders. Craft groups and schools can be supported to integrate these into creative learning and sustainable living projects.

7. **Beads-Making Residue**

Bead production waste, such as fragments and excess materials, can be reused in mosaic art, jewellery repair kits, and other decorative crafts. This can form part of arts and vocational education in schools and training centres.

8. **Scrap Metal Collection and Trade**

The municipality also has a vibrant scrap metal trade, particularly in Zongo and other localities, where scrap dealers collect metals and transport them to central points for sale. While this contributes to recycling and livelihood support, the sector currently operates informally and unregulated.

There is a growing need to:

- Recognise and formalise the work of scrap dealers.
- Regulate their operations to ensure health, safety, and environmental standards.

- Designate designated scrap collection zones to minimise nuisances and hazards to communities.
- Provide PPE and logistics to enhance safety and efficiency.

To mainstream the circular economy approach within the Municipality's development priorities, the following actions are recommended:

- Establish a Municipal Recycling Hub to serve as a central point for sorting, recycling, and value addition.
- Introduce bylaws and regulatory frameworks to guide informal recycling sectors such as scrap dealing.
- Strengthen public awareness campaigns on segregation, reuse, and the economic value of waste.
- Facilitate partnerships with private-sector actors and NGOs to scale up circular-economy models and fund green businesses.

By leveraging the rich potential in local waste streams, New Juaben South Municipality can transition toward a resilient, inclusive, and low-carbon economy - turning waste into a resource and challenges into sustainable development opportunities.

Training women and youth in upcycling techniques can help convert waste into income-generating products.

Table 2.11: Climate Hazards and Their Effects on Various Economic Sectors.

Climate Element	Hazard	Economic Sectors					
		Agriculture	Health and Sanitation	Water	Transportation and Infrastructure	Natural resources/ Biodiversity	Energy
Temperature	Increasing temperature	Longer dry spells reduce crop productivity.	Even slight differences from seasonal average temperatures are associated with increased illness and death.	Evapo-transpiration from surface water sources, and a reduction in groundwater.	High temperatures heat roads, compromising them.	Increase in evapotranspiration and forest fires in drier conditions, leading to forest destruction.	Decrease in hydro generation due to drier conditions.
Rainfall	Drought	Low agricultural productivity (food scarcity)	Exposure to health hazards	Falling total rainfall reduces hydroelectric dam generation capacity, resulting in inadequate water supplies and severe consequences for human health.	Drought results in dusty roads, causing pollution and respiratory diseases	Increasing frequency of droughts reduces biodiversity Exacerbates bushfires	Decrease in hydro generation due to drier conditions.
Precipitation (rainfall)	Floods	Erosion and destruction of farms	Destruction of life and property; Increased prevalence of water and vector-borne communicable diseases, such as malaria	Pollution of water bodies	Floods wash away roads and collapse bridges Destruction of buildings and ripping off the roofing	Flooding can harm wildlife, causing drowning, disease proliferation, and habitat destruction	Impacts on power distribution lines
Rainfall	Rainfall variability	Increases the risk associated with Farming with difficulty in planning	Pollution of rivers with solid and liquid waste. Poor environmental and sanitary conditions	Water scarcity	Impacts on roads, dams, power distribution lines, homes, drains, etc.	-	-

Source: Climate Change Vulnerability Assessment, Foresight Planners and Research Africa Limited.

xvi. Vulnerability Assessment of Zonal Councils

All the zonal councils in the municipality are relatively vulnerable to climate change. These are stated as follows:

- Srodae is the most vulnerable zonal council in the municipality. It has the highest exposure to climate change, with reported impacts of flooding. People's adaptive capacity in this zone is, however, relatively high. Srodae, due to the presence of the Chief's palace in Ahenbronom, has access to good road networks and is close to health facilities and other basic social amenities.
- Nsukwao has the lowest exposure to climate.
- Oguaa Zonal Councils have a record of high adaptive capacity ratings due to the relatively developed nature of the Residential Area and Simpoamiensa electoral areas, which house many government-sector and medium- to large-scale private-sector workers.
- Anlo Town is also considered one of the most vulnerable areas in the zone. This is due to the lack of accessible roads, a poor drainage system and access to safe sanitation services and health facilities in Anlo Town.

Source: Climate Change Vulnerability Assessment, Foresight Planners and Research Africa Limited

xvii. Transport

Transportation modes are an essential component of transport systems, as they provide mobility. The primary mode of transport in the NJSM is road; however, there are existing railway lines that are yet to be developed and made operational. The National Roads N3 and N4 traverse the Municipality. The Municipality has a total feeder road network of about 596 kilometres, and the urban road network is approximately 372.40 kilometres. The paved roads cover about 115 kilometres, and the unpaved roads

Transport Station

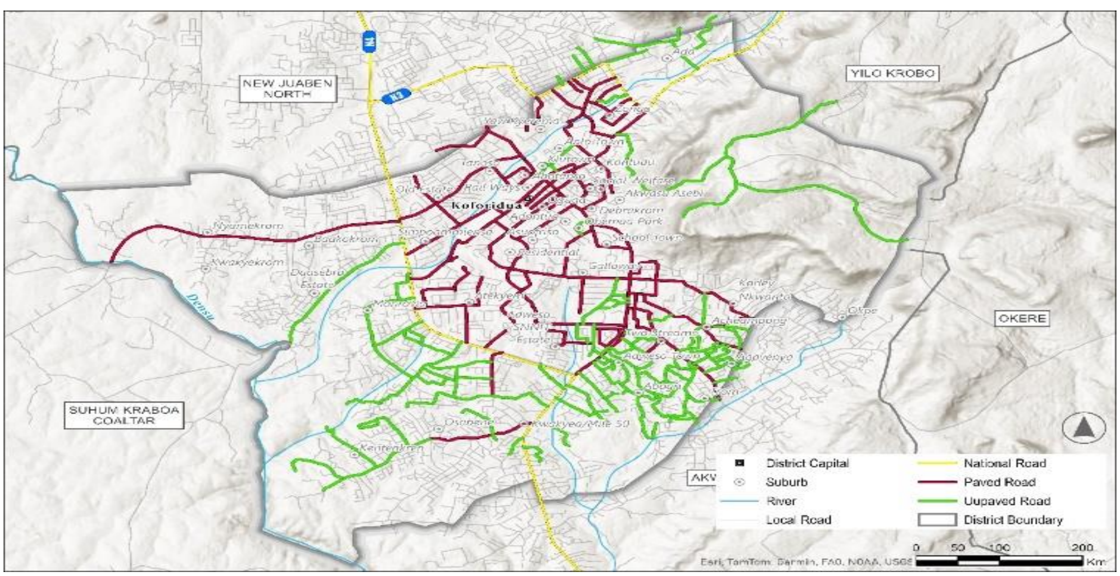
total 260.27 kilometres. Figure 2.21 shows the road network in the Municipality. Unfortunately, 73 per cent of the streets in the Municipality are in poor condition, and this has been a primary concern for residents and the Assembly.

The Transport sector is vast and concentrated within the Central Business District (CBD). The means of transport are: Taxis, Trotros, Motor Tricycles (Pragya), and Okadas. This has resulted in vehicular and pedestrian congestion in the CBD.

There are nineteen (19) transport terminals within the CBD, including Metro Mass Station, Kumasi Station, Ho Station, Accra Station, and Taxi Rank. Various transport unions, including GPRTU, PROTOA, Vision, Bayana, Cooperatives, and Fair Play, operate these stations. The services of these private and commercial transport systems are usually at their peak on market days (Mondays and Thursdays) and on weekends (Saturdays and Sundays).

Also, the Central Business District and the principal streets are characterised by hawkers. The development of temporal structures along streets on any available space is a common phenomenon in the Municipality. This has affected the aesthetics of the capital.

Figure 2.19: Map of Road Network



Source: GLODA, 2025

xviii. Energy

Maintaining and expanding New Juaben South Municipal energy infrastructure will be critical to continued economic growth and development. From oil and gas pipelines to rail and roadways, infrastructure brings vital energy resources to homes and businesses. Getting public buy-in to expand that infrastructure will require the industry to do a better job of educating the public about the importance of energy and how it is delivered to them.

Electricity, LPG, charcoal, and fuelwood are the primary sources of energy in the Municipality. LPG, charcoal, and fuelwood are used for cooking and small-scale industrial and commercial activities, while electricity is used for lighting. There are several LPG supply points in Koforidua. There is therefore a need to encourage the private investors to invest in the sector in the remaining communities.

Electricity supply is significant, with about 95% of the Municipality's communities covered, even though most rural communities remain without electricity. A situation which needs to be addressed if the agenda for boosting agro-processing is to be materialised. It is equally worth noting that the majority of newly developed sites in both urban and rural areas lack electricity. The assembly should thus prioritise the procurement and supply of high- and low-tension poles during the plan period. It is also essential to seek the ECG's advice before procuring the poles to avoid rejection due to specifications.

xix. Communication

Communication infrastructure is best understood as the technology, products, and network connections that enable the transmission of communications over long distances. A modern communications infrastructure underpins the development of efficient solutions to real-world problems. It ensures that research and development are only limited by the ideas being explored, not by the resources available to realise them. Nationally, the Government of Ghana has primarily focused on promoting Information and Communication Technology (ICT) and its physical infrastructure to facilitate private-sector development.

Fixed-line telecommunications and mobile service providers serve the New Juaben South Municipality well, as is the case in the Eastern Region. The consequences of using mobile networks for financial services, marketing, and market information cannot be underestimated.

Mobile money has dramatically increased access to these services for the majority of the population. The mobile phone market in the Municipality is one of the well-developed telecommunication services in the country.

Most residents in the Municipality own a mobile phone and prefer mobile to fixed phone lines or internet access. Currently, there are five (5) cellular network operators in the Eastern Region and the NJSM, namely: Scancom Ghana Limited (MTN), Telecel Ghana Limited, Millicom Ghana Limited (Airtel/Tigo) and Globacom Ghana Limited (Glo).

Analysis of the existing situation revealed that at the Municipal level, 68.6 per cent of the population 12 years and above have mobile phones, which is higher than the regional level of 44.5 per cent. Again, analysis of the existing situation revealed that more of the population uses the internet instead of owning the facilities. Therefore, the reason for the number of internet cafes in the Municipality is.

Fixed telephone lines remain the primary source of communication, despite the dominance of mobile phones in the Municipality, especially at workplaces and businesses, as well as in areas with poor mobile phone network coverage.

Implication for Development-Environment

Urbanisation Pressure: Concentration of housing in urban areas increases pressure on infrastructure, sanitation, and public services.

Damage to Infrastructure and Livelihoods: Flooding disrupts market centres, schools, roads, and homes, slowing economic activity.

Health Risks Increase: Expansion of mosquito-prone zones raises vulnerability to malaria and other vector-borne diseases.

Need for Climate-Resilient Infrastructure: Investments are needed in drainage systems, flood retention basins, and green infrastructure.

Urban Congestion and Safety Risks: Poor traffic flow and pedestrian safety concerns in the CBD.

xx. Governance

Governance is the system through which public affairs are managed for the benefit of the people. It involves decision-making, resource distribution, and the enforcement of accountability and transparency in administration. Effective governance requires actively involving the public in identifying and meeting their needs. It also encompasses promoting peace and security, fostering collaboration with traditional authorities, and encouraging citizen participation. Good governance upholds inclusiveness, fights corruption, and supports sustainable development through responsible leadership and community engagement.

Establishment

The New Juaben South Municipal Assembly was established in 2017 with the Legislative Instrument (L.I.) 2301. The municipality was initially known as the New Juaben Municipal Assembly until it was split into two in 2017.

The Municipal Assembly is the highest governing body and carries out its executive and administrative functions through the Executive Committee, which the Municipal Chief Executive leads. The General Assembly consists of fifty-one (51) members, including the Municipal Chief Executive (MCE), thirty-four (34) elected assembly members (32 males and two females), fifteen (15) government-appointed assembly members (10 males and five females), and one (1) Member of Parliament (MP) representing the New Juaben South constituency.

The Assembly performs its functions through the Executive Committee and a network of sub-committees. The Executive Committee exercises executive and coordinating functions of the Assembly, while the sub-committees collate and deliberate on issues relevant to their functional areas. The sub-committees are;

Committees of the Assembly

The Assembly has five (5) statutory sub-committees, these are;

- Development Planning Sub-Committee
- Social Services Sub-Committee
- Works Sub-Committee

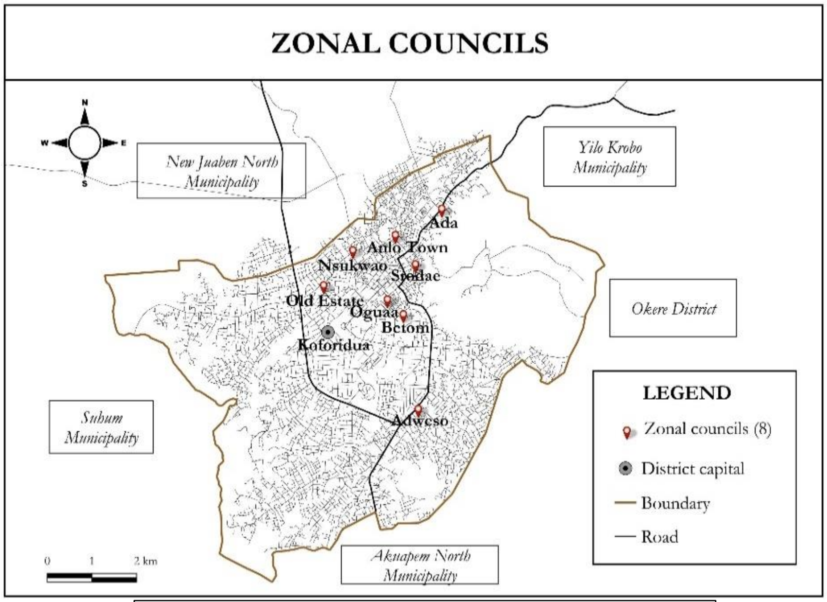
- Finance and Administration Sub-Committee
- Justice and Security Sub-Committee

These sub-committees deliberate on issues and submit their reports to the Executive Committee (EXECO), which comprises one-third of the Assembly's members. The problems are further deliberated at the EXECO level, and the decisions are taken to the General Assembly for discussion. The Executive Committee also serves as the Assembly's coordinating body, chaired by the Municipal Chief Executive (MCE). The Assembly Members form the legislative wing of the Municipal Assembly.

There is one constituency, i.e., New Juaben South and 34 Electoral Areas. These are; Old Estate West, Old Estate East, Nyamekrom, Rail Way Station, Nsukwaoso Abotanso, Tanoso, Nsukwaoso, Osabene Mile -50, Adweso Estate, Adweso, Two Streams, Nyerede North, Nyerede South, Oguaa, Residential Area, Simpoamiensa, Ohemaa Park, Adontua, School Town, Anglican, Asuofiriso, Anlo Town South, Anlo Town North, Central Hospital, Klu Town/Kyeremah, Social Welfare, Central Market area, Debrakrom, Akwaasu Asebi, Kantudu Community A & B, Community C, Community D and Ada.

The Assembly has eight (8) Zonal councils, namely: Old Estate, Srodae, Adweso, New Town, Ogua, Betom, Nsukwao and Anlo Town.

Figure 2.20: Map of Zonal Councils



Source: NJSMA-Planning Unit, 2025.

Peace and Security

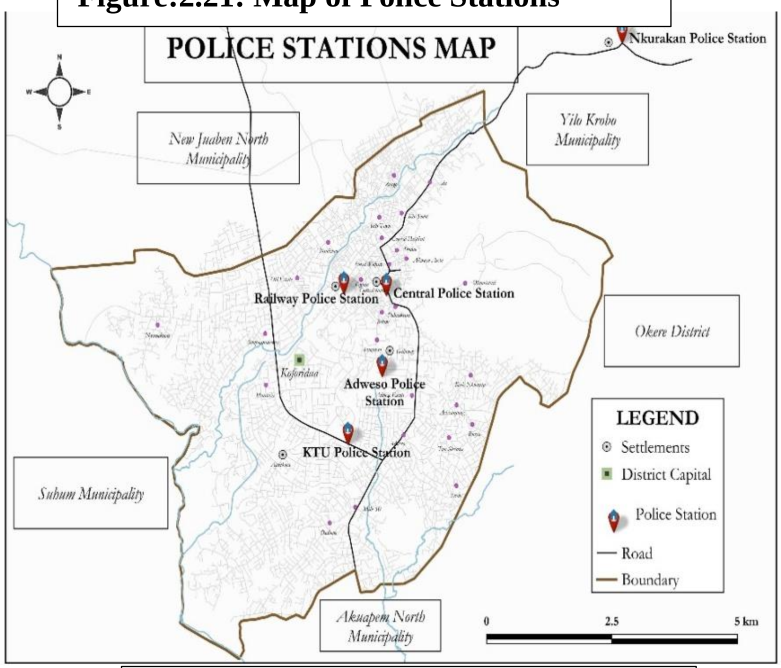
The security architecture comprises the Municipal Security Council (MUSEC) at the apex, Justice and Security, and Municipal Guards. The Municipal Security Council (MUSEC), at the top, controls both the Justice and Security and the Municipal Guard in addressing security issues in the municipality.

The Municipal Security Committee (MUSEC) is made up of representatives from key security agencies, including the Ghana Police Service, Ghana National Fire Service, Ghana Immigration Service, Ghana Prisons Service, National Investigations Bureau (NIB), Ghana Revenue Authority – Customs Division, Ghana Armed Forces, and National Security. The Municipal Chief Executive serves as the Chairperson and represents the Municipal Assembly.

The primary law enforcement agency is the Ghana Police Service, with the office located at the Central Police Station. Other security facilities include the Railways Police Station, Adweso Police Station, KTU Police Station, and Nkurakan Police Station. All the major police facilities listed are in poor condition and need major renovation.

The municipality lacks sufficient police posts and essential logistics, including patrol vehicles, communication equipment, and other operational resources. This limits the Ghana Police Service's ability to maintain a visible presence in communities, conduct regular patrols, and respond promptly to security issues. The following communities are currently underserved in terms of police security facilities: Agavenya, Osabene, Korle-Nkwanta, Nyamekrom, St. James, Zongo, Ada Magazine, Huhunya, and Okornya. These areas are located at a considerable distance from the central police station, making it difficult to ensure a timely response to security issues. Additionally, these communities are experiencing rapid population growth and rising crime rates, underscoring the need for enhanced security presence and infrastructure.

Figure:2.21: Map of Police Stations



Source: Planning Unit, 2025.

Security Situation of the Municipality

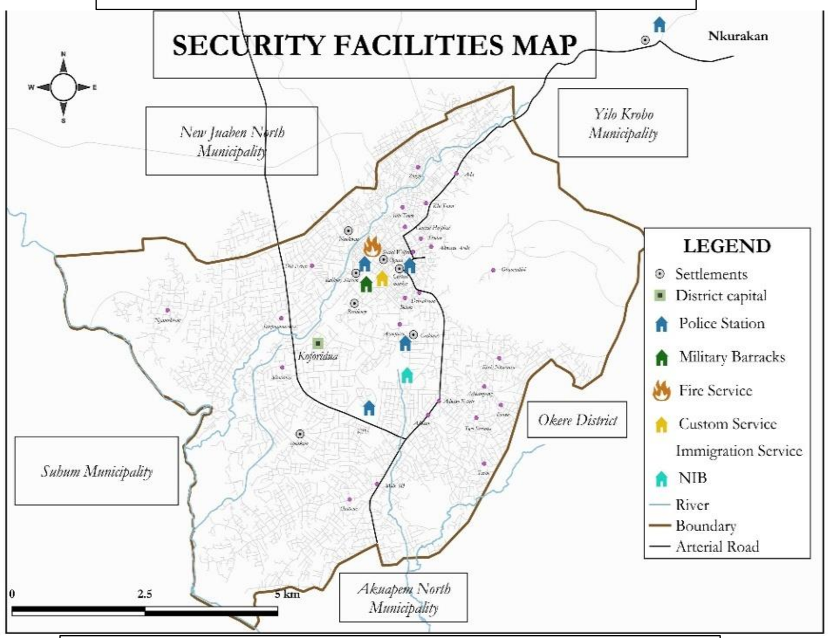
The municipality is equipped with several security facilities that help in maintaining peace, law, and order. Currently, the security situation is relatively calm, with no major threats reported. The police-to-citizen ratio is approximately 1:970, meaning one police officer for every 970 residents.

Key Security Concerns in the Municipality:

- Peddling and smoking of narcotic drugs, especially among the youth
- Activities of commercial sex workers
- The sale of narcotic substances by some pub operators
- Unlawful entry and theft
- Mobile phone snatching
- Conflicts and misunderstandings among transport unions
- Isolated chieftaincy disputes

Efforts are ongoing by the security agencies and the Assembly to address these challenges and sustain the municipality's peaceful atmosphere.

Figure 2.22: Security Facilities Map



Source: NJSMA- Planning Unit, 2025.

Community Action Planning

Data Collection for CAP

Community Action Planning (CAP) is a participatory process that enables local communities to identify their development needs, prioritise them, and outline specific actions to address those needs. It serves as a tool for promoting grassroots participation in governance and development planning, ensuring that the voices and aspirations of the people are captured and reflected in broader municipal development plans.

Zonal Councils are mandated to lead the development of Local Action Plans, which are basically Community Action Plans (CAPs) tailored to the unique challenges and opportunities of specific localities. These plans are prepared with active involvement from community members, local leaders, and stakeholders, ensuring ownership and commitment to implementation.

In the municipality, the Community Action Planning process has received significant support from external collaborators, particularly development planning students from the Koforidua Technical University (KTU). The students have assisted several communities in developing their CAPs. Some of the communities that have benefited from this initiative include Nyamekrom, Densuano, Baakokrom and other surrounding localities. These communities have clearly outlined their development goals in areas such as education, sanitation, water supply, road infrastructure, youth empowerment, and environmental management.

Popular Participation

Popular participation involves the input of citizens and enables them to be involved in the decision-making of the municipality. The main aim of public involvement is to encourage the public to have meaningful input into the decision-making process. Public participation thus provides the opportunity for communication between the Assembly and the public. The purposes of public participation are to promote transparency, encourage openness in government, and build ownership of development decisions, programmes, and projects.

The National Popular Participation Framework, a legal document, outlined practical requirements and the formal spaces needed to ensure that the public can own and shape the development agenda, have access to information, and engage with duty bearers and responsible public authorities.

There are several mandatory channels and spaces within the assembly for participation in decision-making, as stipulated in its Popular Participation Plan. These are;

- Public Planning Hearing
- Public Budget Hearing
- Stakeholder/Ratepayers Fee -Fixing Consultation
- Validation and Review Forums
- Notice Boards (MA and Sub-Committee Meetings, Revenue Charts, Gazetted Fee Fixing Resolution, Procurement Awards, etc. of public interest.
- Town Hall Meetings
- MCE's Community Meetings
- Information Sharing Sessions
- Public Sittings
- Zonal Councils and Unit Committee Meetings
- Open Days
- Policy Fairs & Policy Review Clinics
- Websites (Active and Interactive)
- Social Media Platforms (Facebook, Instagram, YouTube, X)
- Exhibition of Development Projects
- Bulk SMS Text Messages
- Regularly updated online directory
- Annual Social Audit

The Assembly has made remarkable progress in implementing these structures. However, many of the zonal councils remain under-resourced, with some lacking office accommodation.

Town Hall Meeting

Interaction with Traditional Authorities

The interaction with traditional authorities in the municipality has been cordial. The Assembly's management regularly visits to consult with the Omanhene and the traditional council. Consultations are done particularly during the initiation of significant development projects. Norms and civic harmony. These collaborations help foster inclusive decision-making, preserve social order, and strengthen community development.

Corruption

Corruption is a significant impediment to transparent governance, efficient service delivery, and sustainable development in any jurisdiction. It undermines public confidence in institutions, diverts resources meant for development, and distorts policy implementation. The New Juaben South Municipal Assembly has implemented several mechanisms to promote accountability to curb both petty and systemic forms of corruption that may affect various levels of governance and service delivery.

There are several key institutions and structures at the municipal and regional levels that work to prevent, detect, and respond to corruption, some of these are;

- Internal Audit Unit: Reviews financial records, detects anomalies, and ensures adherence to financial regulations within the Assembly.
- Public Accounts Committee: Monitors the financial performance and accountability of Assembly departments and spending units.
- Ghana Police Service: Investigates criminal corruption offences such as bribery, extortion, and misuse of public office.
- Commission on Human Rights and Administrative Justice (CHRAJ) – Regional Office: Receives and investigates complaints of administrative injustice, abuse of office, and corruption.
- Economic and Organised Crime Office (EOCO) Eastern Regional Office: Investigates and prosecutes serious financial crimes, including fraud, money laundering, and corruption in procurement.

- Civil Society Organisations (CSOs) and Community-Based Organisations (CBOs): Engage in public sensitisation, budget tracking, and civic monitoring to promote social accountability.

Combating corruption requires a multi-stakeholder approach that strengthens internal control systems, deepens civic participation, and enhances collaboration with national enforcement agencies such as EOCO and CHRAJ. The Assembly must continue to build institutional capacity, promote transparency in public transactions, and foster a culture of accountability to ensure effective governance and inclusive development.

Social Accountability

Social accountability refers to a form of civic engagement in which citizens actively participate in governance processes by engaging with public officials and institutions to ensure transparency, responsiveness, and accountability.

The New Juaben South Municipal Assembly has established several platforms and mechanisms through which citizens can demand better service delivery, ensure the responsible use of public resources, and promote adherence to laws and policies**.** These mechanisms enhance citizen participation, promote transparency, and strengthen accountability between duty bearers and the public.

Social Accountability Mechanisms in the Municipality

The New Juaben South Municipal Assembly has instituted several mechanisms to promote social accountability in accordance with national legal frameworks. These mechanisms ensure that citizens are actively engaged in governance processes, especially in the allocation, disbursement, monitoring, and evaluation of public resources. These efforts empower citizens to participate meaningfully in governance and ensure the Assembly's operations are transparent, inclusive, and responsive to the needs of the people. The legal frameworks that the Assembly relies on in its pursuit of social accountability include;

1. Constitution of the Republic of Ghana (1992)

Chapter 20, Article 240 (2e) mandates that local government authorities shall be accountable to the people in their areas of authority and shall allow them to participate in governance at the regional level.

- In compliance, the Assembly has created platforms for citizen engagement, including town hall meetings, public hearings, stakeholder consultations, and the monitoring and evaluation of projects and programmes.
- Additionally, the Constitution provides for the Auditor-General to audit Assembly accounts, with the Auditor-General submitting annual audit reports to Parliament.
- The Assembly also has internal auditors who ensure compliance with financial management and legal and policy frameworks, thereby enhancing accountability and transparency.

2. Local Government Act, 2016 (Act 936)

This Act promotes grassroots representation by mandating the election of Assembly Members who serve as a direct link between citizens and the Assembly.

- Elected members maintain close contact with their constituents, share deliberations from Assembly meetings, and solicit feedback.
- This ensures citizen involvement in decision-making processes, including financial and development planning.

3. National Development Planning (System) Act, 1994 (Act 480)

This Act emphasises participatory planning, requiring the involvement of citizens and sub-district structures in development processes.

- Citizens are engaged in the identification, prioritisation, and selection of development projects through consultations during the preparation of the Medium-Term Development Plan (MTDP).
- Assembly Members collaborate with constituents to ensure local needs are reflected in development and budgetary plans.

- Citizens are informed of Assembly programs and performance through general meetings and the Municipal Chief Executive's sessional address**.**

4. Public Procurement (Amendment) Act, 2016 (Act 914)

This Act mandates fairness, transparency, and non-discrimination in public procurement.

- The Assembly complies by establishing an Entity Tender Committee to oversee the procurement of goods, services, and works.
- Procurement plans are updated quarterly, and procurement activities follow the prescribed legal procedures to prevent irregularities and ensure value for money.

5. Internal Audit Agency Act, 2003 (Act 658)

This Act requires public institutions to maintain effective internal auditing systems.

- The Internal Audit Unit within the Assembly ascertains compliance of all Acts, Regulations and Policies and submits reports to the Coordinating Director, Audit Committee and Internal Audit Agency.
- An Audit Committee, is chaired by an independent member of the committee with the Presiding Member as a member of the committee, oversees the implementation of audit recommendations, promoting institutional accountability and improved financial governance.

6. Right to Information Act, 2019 (Act 989)

This Act grants citizens the legal right to access information held by public institutions.

- An RTI office has been established within the Municipality to ensure public access to information.
- This promotes transparency, facilitates public participation, and enhances social accountability by enabling citizens to make informed decisions and demand answers from duty bearers.

The mechanisms above actively involve ordinary citizens in governance, particularly in the management of public resources. Their success, however, also relies on:

- The active role of Civil Society Organisations (CSOs) and the Media in advocacy, education, and oversight.
- The availability, reliability, and accessibility of public documents and data serve as the foundation for informed civic engagement and accountability initiatives.

Implications for development - Governance

- Improved Local Ownership

  Active citizen involvement in planning, budgeting, monitoring, and evaluation processes fosters a strong sense of local ownership and commitment to development projects. This participation helps ensure that interventions reflect the actual needs and priorities of the people.

- Challenges to Effective Participation

  Despite the intent to promote inclusive governance, financial limitations**,** weak communication skills, and limited capacity among some Assembly Members hinder their ability to provide regular feedback to their constituents. As a result, meaningful participation by community members is often constrained.

xxi. Implementation, Coordination, Monitoring and Evaluation

The implementation of development projects and programmes within the New Juaben South Municipality is primarily carried out by the relevant departments, units, and institutions**.** These include decentralised departments such as health, education, agriculture, and works, which are responsible for translating the Assembly’s plans into tangible development outcomes.

The Municipal Planning Coordinating Unit (MPCU) plays a central role in coordinating planning and implementation activities**.** The MPCU ensures that sectoral activities align with the Assembly's overall development goals and facilitates collaboration among departments to avoid duplication and inefficiencies.

In addition to departmental responsibilities, management of the Assembly, including the Municipal Chief Executive and the Municipal Coordinating Director, provides strategic oversight and leadership to guide the successful execution of planned activities. This includes supervising implementation, mobilising resources, and making decisions to address emerging challenges.

There has been significant improvement in the implementation of the Assembly's Annual Action Plans (AAPs). However, a key challenge remains the overloading of the AAPs with an ambitious number of activities, primarily driven by the Assembly's growing development needs.

This over-ambition has, most often, negatively impacted performance in certain areas, including rankings in the District League Table (DLT), a national tool used to assess and compare the performance of Metropolitan, Municipal, and District Assemblies (MMDAs).

To address this, there is a need for realistic planning, prioritisation of interventions, and improved resource mobilisation strategies. Ensuring that plans are both achievable and adequately resourced.

Furthermore, the units responsible for implementation, coordination, monitoring, and evaluation should receive regular capacity building and technical support. Training in areas such as data collection, project management, results-based tracking, and financial reporting is critical to improving performance and accountability. Enhanced capacity will empower staff to efficiently deliver services, monitor outcomes, and evaluate the impact of development interventions, thereby contributing to sustainable development within the Municipality.

xxii: Emergency Preparedness and Response

Emergency preparedness and response here discuss the strategies, plans, systems, and actions the municipality has in place to prevent, mitigate, prepare for, respond to, and recover from disasters.

The Assembly has a comprehensive disaster management plan that guides the management of disasters and emergencies. The plan anticipates disasters arising from natural and man-made causes and is consistent with the National Disaster Management Plan (NDMP).

This section looks at the municipality's disaster incidents (biological, geological, industrial, nuclear, etc.), disaster risk management, disaster preparedness and response.

Disaster incidents in the municipality

The New Juaben South Municipality has experienced various types of disasters and is anticipated to experience additional disasters due to its landscape and socio-economic conditions. These disasters have been categorised into natural, human-induced, and socio-natural. These disasters affect lives, property, and public infrastructure.

Types of Disasters:

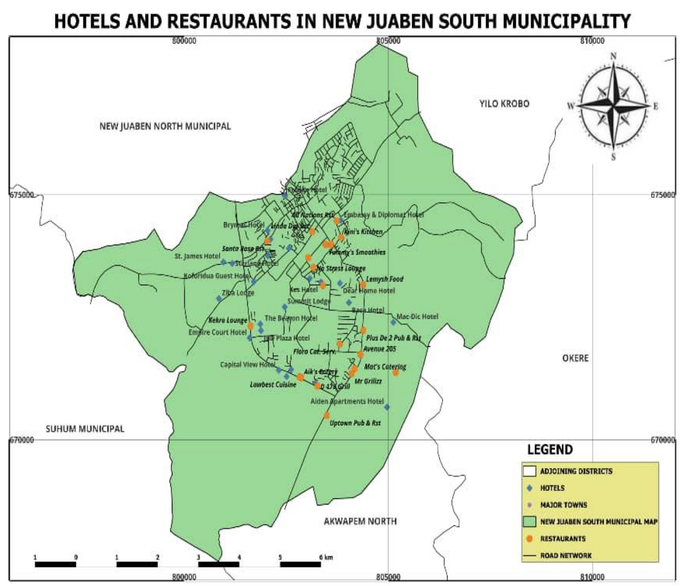
i. Fires and Lightning
ii. Hydro-Meteorological Hazards (floods, rainstorms, windstorms, drought)
iii. Geological Hazards (earthquakes, landslides, erosion)
iv. Man-Made Hazards (building collapses, transport accidents, industrial hazards)
v. Pest and Insect Infestations
vi. Disease Epidemics

I. Fire Hazards

Fire outbreaks, both residential and commercial, that occur year-round and those with the potential to occur are caused by faulty electrical wiring, gas leaks, open flames, and improper storage/use of chemicals.

High-risk fire-prone areas in the municipality include: Police barracks, Health centres, schools, Market centres, convergence points, Residential areas, offices, Churches, Mosques, Fuel and gas stations. Table 2.13 shows fire risk hazards and their sources.

Figure 2.23: Hotels and Restaurant



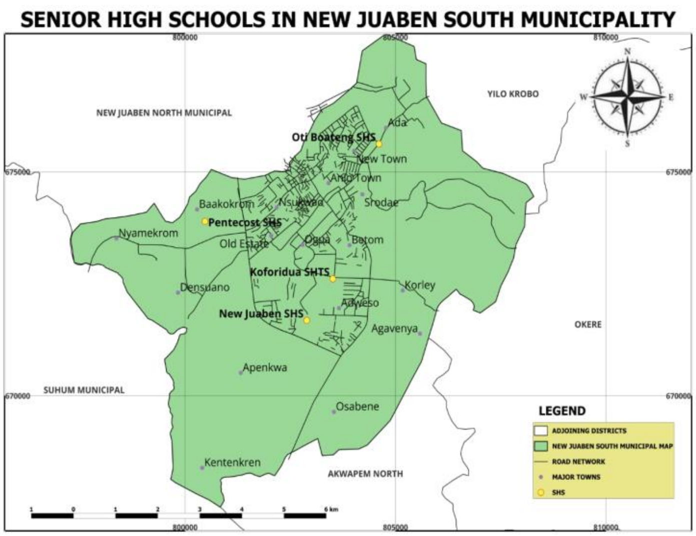
Source: NJSMA Planning Unit

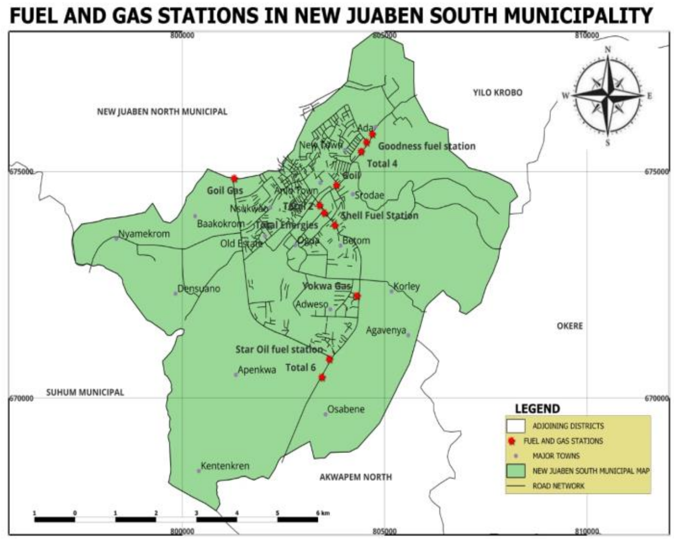
Table 2.12: Fire Risk Hazards and their Locations

Locations	Source of Risk	Specific Location
Police Barrack	Kitchens and living area	Galloway
Health Centres	Volatile Chemicals and Electrical Faults	All health facilities in the municipality
Converging Centres (e.g markets, Youth Resource Centre, Conference and Entertainment halls, Hotels and Restaurants	Open Fires, Faulty Electricals, Illegal Wiring, Structures Collapsing	Oguaa, Adweso, Central Market, Galloway, Old Estates, Simpoamiensa, Betom
Educational Centres/Institutions	Chemicals, Electrical Faults	- Oti Boateng SHS - New Juaben SHS - Koforidua SHTS - Pentecost SHS
Fuel and Gas Service Stations	Gas, Petrol, Diesel during discharge; open flames around; smoking; operating food joints, restaurants, pubs; khebab close.	- Total (2,4,6) Filling Stations - Goil Filling Station - Shell Filling Station - Goodness Filling Station - Star Oil Fuel Station - Yokwa Gas
Residential Areas	Faulty Electricals, Gas Leakages	Municipal Wide
Offices	Electrical Faults	Ministry Area and CBD
Households	Electrical Faults, Gas Leakage, Open Fire	All settlements in the Municipality
Churches and Mosques	Electrical Faults, Candles, Burning of Incense, Brewing of Ataya	- St. Dominic Catholic Church - St. Bakhita Catholic Church - St. George's Catholic Church - St. Francis Anglican Church - St. Peter's Anglican Church - Zongo Mosques
Farms	Hunters, preparing farmlands	Farming Communities

Source: NJSMA- Disaster Management Plan, 2025.

Figure 2.24: Map of SHS Schools	**Figure 2.25: Map of Fuel & Gas Stations**





Source: GLODA, 2025

ii. Hydro-Meteorological Hazards

Hydro-Meteorological Hazards are natural hazards caused by climatic and weather-related processes. They result from the interaction between water (hydro) and weather (meteorological) systems. These hazards are common in the New Juaben South Municipality, especially during the rainy season.

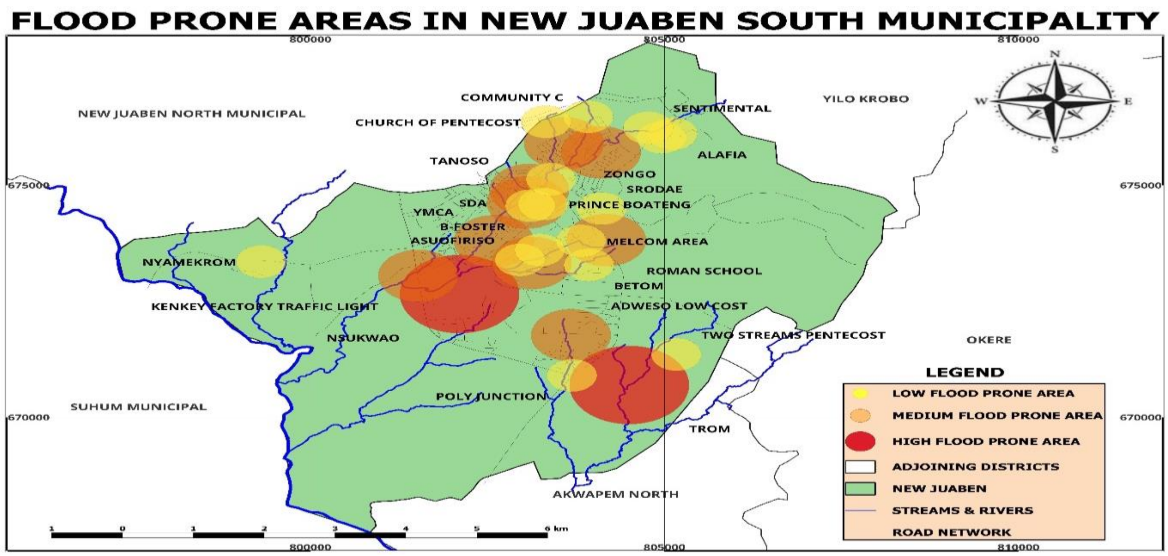
Table 2.13: Hydro-Meteorological Hazards

Hazard	Season/period of occurrence	Communities Affected
Flooding	Raining seasons	- Main Debiasem bridge and its environs - Sentimental - Alafia - Ada Magazine - Settlements along the Nsukwao River pass - Prince Boateng Roundabout
Wind storm	Raining seasons	- Kantudu (Pentecost Church Area) - Raining Power Ministries - Betom Ahmadiya Muslim Mosque - Koforidua Residency Road - Srodae (Behind Social Welfare) - Kwaku Kyere Street - Betom Washing Bay Near Nana Kwaku Boateng

		- Betom (Opposite Presby Church)
Rainstorm	Raining seasons	- Kantudu (Pentecost Church Area) - Prince Boateng Roundabout - Raining Power Ministries - Betom Ahmadiyyah Muslim Mosque - Koforidua Residency Road - Srodae (Behind Social Welfare) - Kwaku Kyere Street - Betom Washing Bay Near Nana Kwaku Boateng - Betom (Opposite Presby Church)
Drowning	Raining seasons	Nsukwao, Zongo, Old Estates, Nyamekrom, Densuano, Tanoso, Adweso, Ada

Source: NJSMA- Disaster Management Plan, 2025.

Figure 2.25: Map of Flood Prone Areas



Source: NJSMA- Disaster Management Plan, 2025.

iii. Geological Hazards

This type of natural hazard is caused by earth movement. Although not frequent, the municipality is vulnerable to earthquakes, landslides, ground subsidence, soil erosion and expansive soils.

iv. Man-Made Hazards

Man-made hazards are actions caused by human activities that have the potential to harm people, property, or the environment. These hazards can be intentional or unintentional.

Table 2.14: Vulnerable Areas of Man-Made Hazards

Types of Man-Made Hazards	Vulnerable Areas
Structural failures (collapse of buildings)	- All high rise or storey buildings - All Public Stands - Old Settlements (Betom and Srodae)
Industrial Accidents	- Saw mills at Old Estates - Palm Kernel Processing at Ada Magazine
Transport Accidents	- All roads without speed rumps, road markings, etc
Pollution (air, water, oil spillage)	- Saw Mills - River Densu - Palm Kernel Processing - Borehole drilling
Deforestation/Desertification	- Farmland for development

Source: NJSMA- Disaster Management Plan, 2025.

v. Pest and insect infestation

Pest and insect infestation is a hazard that occurs when a large number of unwanted insects or pests are found at a location, causing damage or posing health risks to humans, agriculture, livestock, property, and the environment.

Table 2.15: Pest and Insect Infestation Hazards

Host	Pests/Insects/Diseases
Crops (Cassava)	Grasshopper, Milly bugs, Cassava Mosaic)
Maize	Fall army worm, Maize Streak Virus, Stem Borer
Plantain	Early and Late Blight, Black Sigatoka
Pig	Swine fever, Anthrax
Small Ruminant	Foot and Mouth Root, PPR
Poultry	New Castle, Foul Pox, Coccidiosis, Gumboro
Cattle	Anthrax, Foetal Abortion, Foot and Mouth Disease, TB.
Stored food	Grain weevil

***Source: NJSMA- Disaster Management Plan, 2025*.**

vi. Disease Epidemics in New Juaben South Municipality

An epidemic is a sudden, widespread outbreak of an infectious disease that affects a large number of people within a community over a specific period. Epidemics can overwhelm local health systems, disrupt daily life, and lead to loss of life if not managed promptly.

The Causes of Disease Epidemics include poor sanitation and hygiene, contaminated water and food, overcrowded living conditions, inadequate health infrastructure, low immunisation coverage, poor waste management and drainage systems.

Some of the diseases in the municipality include: Malaria, Cholera, Typhoid Fever, COVID, Measles, and Upper Respiratory Tract Infections (URTIs).

Disaster Risk Management

Disaster Risk Management (DRM) in New Juaben South Municipality is a comprehensive approach that involves identifying, assessing, and reducing risks to protect lives, livelihoods, and infrastructure. It follows the disaster management cycle: Prevention, Mitigation, Preparedness, Response, Recovery, and Rehabilitation.

Risk Identification:

The Municipal Disaster Management Department develops hazard maps to identify high-risk areas. These maps inform decision-making, policy formulation, and zoning regulations aimed at minimising exposure to hazards.

Risk Reduction Measures:

The Assembly implements both structural and non-structural measures:

- Enforcement of building codes
- Flood control infrastructure (retention ponds, wider drains)
- Wind-resistant construction
- Afforestation and land use control
- Road safety infrastructure (speed ramps, pedestrian walkways)

Coping and Adaptive Capacities:

The municipality enhances community resilience through:

- Public education and awareness campaigns
- Construction and retrofitting of infrastructure using risk-sensitive designs
- Availability of emergency shelters and response teams
- Health, psychosocial, and financial support systems

Disaster Preparedness and Response

Disaster preparedness and response efforts in the municipality focus on saving lives, minimising damage, and restoring essential services during and after an event.

Preparedness Strategies:

- Emergency planning with clearly defined evacuation procedures
- Public education and simulations on fire safety, flooding, and drowning prevention
- Early warning systems and community alerts (e.g., via text messages)
- Prepositioning of supplies like food, medicine, and safety kits

Response Measures:

- Rapid deployment of rescue and emergency teams
- Search and rescue operations
- Damage assessments
- Provision of temporary shelters and relief items
- Coordination among departments, NGOs, and health institutions
- Psychosocial support for affected individuals and families

Safe Havens:

Designated safe zones across the municipality serve as evacuation points during disasters. These locations are equipped with electricity, water, and sanitation:

- Community Centres: Melcom, Srodae

- Schools: Basic and Senior High Schools across the municipality
- Churches and Mosques: Spread in the municipality
- Parks or open spaces: Youth Resource Centre, Jubilee Park, Jackson Park, Yoruba Park

2.3 Identifying Strengths, Weaknesses, Opportunities and Threats (SWOT)

The SWOT analysis in this section serves as a strategic tool to guide the municipality's development planning. It aims to identify key internal strengths and weaknesses, as well as external opportunities and threats, to capitalise on opportunities to address identified issues and mitigate potential risks.

The SWOT analysis of the municipality was based on the outcomes of the situational analysis, which included data collection, statistical reports from GSS, and stakeholder engagement. The issues were further classified into internal and external factors. The **i**nternal factors were the strengths and weaknesses, whereas the **e**xternal factors were the Opportunities and Threats.

The analysis of internal strengths and weaknesses, as well as external opportunities and threats, is intended to guide the identification of key development priorities and appropriate interventions. The findings are summarised as follows;

Strengths

The Municipality possesses several resources and internal capabilities that can be leveraged to promote sustainable development.

- Presence of key regional, administrative, service, and regulatory institutions, which enhance governance, coordination, enforcement and access to public services.
- Availability of a skilled and youthful population, providing a dynamic labour force with potential for innovation and economic growth.
- High literacy levels and access to tertiary education institutions contribute to human capital development and knowledge-based growth.
- Existence of participatory governance mechanisms such as town hall meetings and public budget hearings, which promote transparency, accountability, and citizen inclusion.

- Strong internal revenue base derived from rates, permits, licenses, fees, and fines, enabling local development financing.
- Presence of vibrant markets and active commercial centres that drive local economic activity and employment.
- Availability of a sufficient number of qualified nurses to support efficient healthcare delivery and improve access to primary health services.
- Favourable climatic conditions that support agriculture, eco-tourism, and human settlement.
- Availability of a wide range of public and private schools, as well as tertiary institutions, which foster learning, innovation, and youth development.

Weaknesses

Despite the strengths, several internal limitations constrain the Municipality's ability to achieve its development outcomes:

- Poorly maintained and inadequate drainage systems in some communities contribute to frequent flooding.
- Weak communication and feedback mechanisms undermine the effectiveness of participatory platforms and stakeholder engagement.
- Poor solid waste management and limited sanitation facilities in some areas lead to environmental and public health concerns.
- Inadequate resources in lower-tier health facilities (such as CHPS compounds and clinics) increase pressure on the regional hospital and reduce access to quality healthcare at the community level.
- Insufficient number of medical doctors relative to the population size, limiting access to specialist and curative services.
- Rising youth unemployment poses a threat to social stability and economic productivity.
- Low levels of volunteerism and civic participation place additional burdens on the Assembly's limited financial and human resources.
- Inadequate police infrastructure and underserved communities limit adequate security coverage and response.

- Under-resourced zonal councils, lacking logistics and adequate office space, are affecting decentralised service delivery.

Opportunities

The Municipality can capitalise on several external opportunities to improve its development outcomes:

- Government flagship programmes such as Ghana CARES, YouStart, and Free SHS provide avenues for job creation, education, and private sector support.
- Access to central government and donor-funded development programmes enhances financial inflows and technical support for local initiatives.
- The availability of funding and capacity-building assistance from development partners such as GIZ, UNICEF, and the STAR Ghana Foundation supports innovation and community development.
- High tourism potential due to the presence of natural, cultural, and historical assets that can be developed to attract visitors and investors.
- Opportunities for Public-Private Partnership**s** (PPP) in infrastructure and service delivery, improving efficiency and financing.
- The availability of ICT infrastructure and reliable internet connectivity provides an opportunity to enhance revenue mobilisation, improve citizen engagement, promote transparency, and expand digital skills development among the youth.
- Increasing national and local focus on youth entrepreneurship and vocational skills development provides an opportunity for job creation, economic empowerment, and reduction in youth unemployment.

Threats

There are also several external factors or threats that can affect the Municipality's development efforts if not addressed:

- Increasing exposure to climate-related risks such as flooding and extreme weather events, which damage infrastructure and disrupt livelihoods.

- Rapid urbanisation and the proliferation of unplanned settlements are placing immense pressure on existing infrastructure and social services.
- Rising incidents of crime and anti-social behaviour in some urban communities threaten peace and social cohesion.
- Delays in central government transfers often disrupt the timely implementation of planned programmes and projects.

2.4 Estimated Future Development Needs and Projections

This section presents the projected development needs and strategic priority areas that the New Juaben South Municipal Assembly will focus on during the 2026–2029 planning period. Current development trends, community aspirations, and stakeholder consultations inform these projections. They are designed to ensure alignment with national development frameworks and international development targets such as the Sustainable Development Goals (SDGs).

Overall Development Goal

The overall development goal of the Municipality is:

“To achieve inclusive growth and improved quality of life through job creation, effective service delivery, and sustainable development.”

An analysis of the Municipality’s strengths and opportunities reveals significant potential for economic growth through job creation and investment attraction. This can be realised by creating the enabling environment, providing resilient infrastructure, and applying a structured, problem-solving approach to development planning and implementation.

Stakeholder engagements conducted through community forums, individual submissions, radio discussions, and other participatory platforms have identified **slow economic growth** as the core problem in the municipality. Although the municipality is well endowed with natural, human, and institutional resources, these assets have not been fully exploited due to several constraints.

Key underlying issues contributing to the slow pace of economic growth include:

- Poor sanitation and waste management systems

- Inadequate promotion of local economic opportunities
- Poor road infrastructure
- Recurrent flooding and insufficient drainage systems
- Rising petty crimes and social vices
- Low tax compliance among residents
- High cost of disaster response and recovery
- Post-harvest losses and low productivity
- Inadequate health and education infrastructure
- Inadequate water supply

The effects of these challenges are seen in low internally generated revenue (IGR), limited business and employment prospects, and rising levels of urban poverty and unemployment. The successful realisation of this MTDP will depend on the Assembly's problem-solving framework as detailed in earlier chapters, which draws on lessons learned and progress achieved during the implementation of the 2022–2025 MTDP.

1. Population and Human Settlement Planning

Rapid Urbanisation/Spatial Growth: The Municipality's population is expected to reach 157,063 by 2029, with an annual growth rate of 0.942%. The area remains mainly urban, with 96.3% of the current population (130,830 people) living in urban localities, and only 3.7% (approximately 5,026 people) residing in rural areas. Land-use patterns show that built-up regions comprised 44% of total land cover in 2021, with an average annual spatial expansion rate of 6.84%. Over the past six years, grassland areas have decreased significantly, reflecting the Municipality's rapid urbanisation. The swift spatial growth has led to the expansion of informal settlements, especially in urban areas.

With an average population density of 3,159 persons per square kilometre, accommodating future population growth will require a deliberate focus on planned urban development, infrastructure improvement, and service expansion. Human settlements will continue to play a pivotal role as engines of economic and social development. Yet, rising urban pressures call for innovative planning approaches to ensure sustainable land use, affordable housing, and equitable access to services.

To achieve the goal, the Assembly must prioritise the following future development needs during the 2026–2029 planning period:

2. Infrastructure Expansion and Upgrading

Poor Road Conditions: The municipality needs substantial investment in road networks, storm drains, bridges, and street lighting to improve mobility and lower flood risks. Many communities still lack adequate drainage, leading to seasonal flooding and health hazards. Repairing poor road surfaces and connecting underserved areas will be vital for unlocking economic opportunities.

3. Job Creation and Economic Empowerment

Youth Unemployment: The municipality's rising youth unemployment underscores the need for targeted livelihood programmes, entrepreneurship support, and skills training. Enhancing technical and vocational training centres and supporting small businesses, particularly in the informal and service sectors, will help reduce unemployment and poverty**.**

4. Improvement of Educational Infrastructure

Inadequate School Infrastructure: Education in Ghana is a fundamental right for all children of school age, and no child should be denied access to education. Since the introduction of two years of compulsory schooling in 2007, enrolment levels have risen significantly nationwide. In the New Juaben South Municipality, nearly 30% of the population is in the 0–14 age group, indicating a substantial demand for basic education infrastructure.

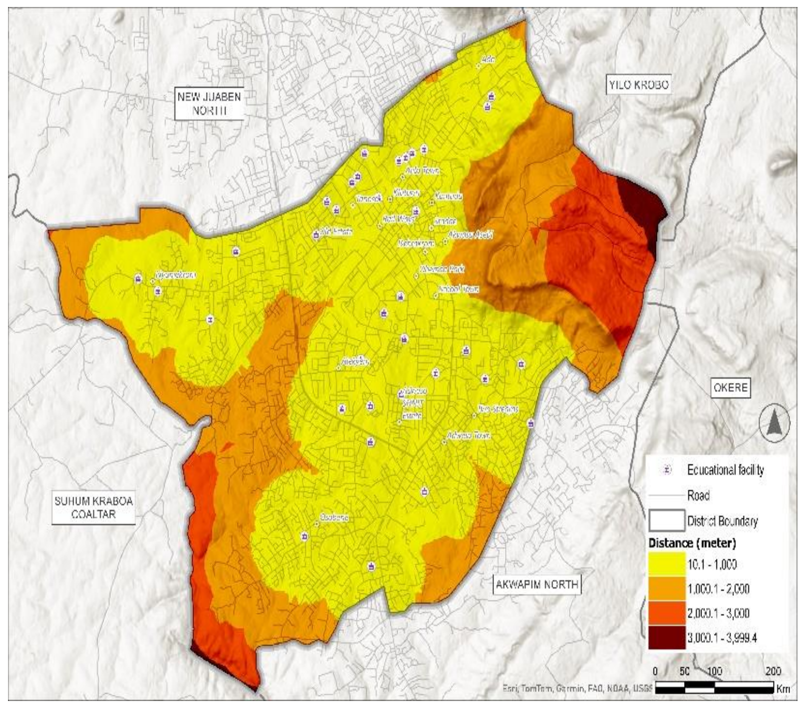
The growing population necessitates the construction of additional classroom blocks**,** the expansion of existing public schools, and improvements to the overall learning environment to accommodate current and future educational needs.

Access to Educational Facilities: Spatial access to school facilities is a key consideration in determining equitable school distribution. According to planning standards, no child should travel more than 3 kilometres (3,000 meters) to access a basic educational facility. The spatial map in

Figure 2.26 illustrates the accessibility of schools across the municipality, identifying areas with sufficient and insufficient access. The map categorises school accessibility into four zones: High access zone (10-1000m), medium access zone (1000-2000m), low access zone (2000-3000m) and least or No Access Zone (3000-3999m).

High Access Zones are typically found in areas such as Anlo Town, Adweso, Old Estates, and Srodae, where schools are within proximity to residential communities. These areas benefit from shorter travel distances to school, which likely contributes to higher enrolment, improved retention, and better attendance rates.

Figure 2.26: Map of Educational Infrastructure



Source: GLODA, 2025.

The availability and quality of roads play a crucial role in determining accessibility. Areas with well-developed road networks tend to show higher access scores, while communities with poor or limited road infrastructure are more likely to fall within Low or No Access Zones. This highlights the need for coordinated investment in both educational infrastructure and transport systems to ensure inclusive and equitable access to education. The municipality will ensure equitable distribution of educational infrastructure by providing it in low- to no-access zones.

5. Improvement of Health Infrastructure

Overstrained Hospital: The current population of the Municipality, as stated earlier, being predominantly children and youth, has significant implications for the provision and improvement of health facilities. This therefore calls for urgent enhancement of health infrastructure and services.

A youthful population structure places increased demand on maternal, child, and adolescent health services; therefore, the Municipality needs to expand and improve its health infrastructure. Children and youth are more vulnerable to infectious diseases**,** malnutrition, and reproductive health challenges, and require specialised preventive and curative healthcare services.

Additionally, the presence of a large youth population necessitates:

- Increased investment in pediatric and adolescent health care**, i**ncluding immunisation, nutrition programs, and mental health services.
- Improved reproductive health services and education, especially for adolescents, to prevent teenage pregnancies, sexually transmitted infections (STIs), and unsafe abortions.
- Expansion of school-based health programs to promote hygiene, screen for common diseases, and provide health education.
- Upgrading and resourcing of community health facilities (CHPS compounds and clinics) to reduce pressure on the regional hospital and improve access at the community level.

Additionally, the Municipality has a growing number of aged persons, who also have health challenges that require targeted interventions. Older adults and the aged are very susceptible to chronic and non-communicable diseases such as hypertension, diabetes, arthritis, and cardiovascular conditions, which require regular monitoring and long-term care. The increasing proportion of the aged population also calls for improved health infrastructure.

Failure to address these needs could lead to poor health outcomes, reduced long-term productivity, and a greater economic burden on the health system. Therefore, improving health facilities is not only a social necessity but also a strategic investment in the Municipality's human capital and future.

Health Accessibility and Planning for Infrastructure Distribution

The spatial distribution of health facilities in the New Juaben South Municipality, as depicted in the health accessibility map, reveals significant disparities in healthcare access.

The map classifies the municipality into various zones based on distance to the nearest health facility**:**

- High Accessibility (0.1 - 1,000 metres): Central areas of the municipality, particularly around the urban core and townships like Koforidua Central, Adweso, and its surrounding communities, fall within this range. These zones are well served, with residents enjoying proximity to health services, which enhances prompt medical attention and regular health-seeking behaviour.
- Moderate Accessibility (1,000 - 2,000 metres): Areas slightly outside the urban core has moderate access. While still within acceptable distance thresholds, travel time and ease of access may be hindered by road conditions or lack of transportation.
- Low Accessibility (2,000 - 3,000 metres): Peri-urban and fringe communities begin to experience a decline in ease of access. Populations in these areas may delay or forego seeking care due to travel burdens, contributing to poorer health outcomes.
- Poor or No Access (3,000 - 4,000 metres): Outlying communities, particularly those near the boundaries adjoining Suhum Kraboa Coaltar, Okere, and Yilo Krobo, are identified as having the least access. These areas are underserved and may experience significant health inequities due to physical distance and infrastructure gaps.

It is therefore projected that **f**uture health facilities should be situated in the dark green zones, representing underserved areas (3,000 - 4,000 metres), to bridge spatial inequality in access.

6. Environmental Management and Climate Resilience

Environmental Degradation: The increasing population growth and urban expansion in the Municipality have intensified ecological degradation, through deforestation, pollution, land degradation, improper waste disposal practices**,** etc. These environmental concerns degrade the natural environment and also threaten public health. The Municipality must prioritise environmental management, climate-smart planning practices, and the enforcement of land-use and building regulations.

The development of flood-mitigation infrastructure to address perennial flooding, the expansion and modernisation of waste management systems to reduce pollution, and the promotion of tree-planting initiatives to combat erosion and restore green cover should also be made a priority. There is also the need to reduce noise pollution with the following measures;

- Enforce land-use planning to separate residential areas from high-noise zones such as markets, transport terminals, and industrial facilities.
- Enforce existing environmental and noise control regulations, especially in commercial, entertainment, and construction areas.
- Plant trees and establish green corridors in urban areas to act as natural sound buffers.
- Equip Environmental Health Officers with noise meters for regular monitoring.

7. Water, Sanitation, and Hygiene (WASH) Promotion

Poor access to sanitation facilities; Several communities in the municipality lack access to potable water, public toilets, and proper waste disposal services. There is therefore a need to provide public and household toilet facilities, boreholes, and modern landfill management.

Sanitation is a concerning issue, especially in urban areas, as it contributes to major causes of diseases. The municipality has nineteen (19) transport terminals, numerous shops, and markets at various locations. Most of these public places require sanitation facilities, such as public toilets, urinals, and waste collection containers.

However, there are seven (7) public latrines and thirty-one (31) private latrines available. This figure includes those in the electoral areas, which are wholly inadequate. The municipality has about 30,000 households, of which approximately 19,000 have their own latrines. This indicates that over 10,000 households lack household latrines. As a result, the demand for public latrines has increased, putting pressure on the existing facilities. The Assembly therefore plans to construct and upgrade four (4) public toilets and also promote household latrines through the CLTS programme.

The sanitation challenges could be improved through the enforcement of sanitation bylaws, investment in household latrines, investment in school latrines, and ultimately promotion of house-to-house solid waste collection.

The municipality is predominantly urban, with piped water as the main water supply and a coverage of 56%. Some urban and rural communities lack access to drinking water. In urban areas, households are encouraged to store water by providing storage facilities. Public standpipes are also available in major communities with high populations for use during water rationing or in the event of a significant pipeline fault.

Construction of more boreholes and water systems in communities without water facilities. It is projected that about 40 boreholes will be constructed in the planned period. The municipality will also collaborate with GWL to extend its pipelines to other areas.

8. Disaster Risk Management and Emergency Preparedness

Man-made and Natural Disasters: As the Municipality continues to urbanise and expand, the risks associated with disasters such as flooding, fire outbreaks, landslides, disease, and pests are expected to increase in both frequency and intensity. Planning for Disaster Risk Management and Emergency Preparedness will therefore focus on building a resilient municipality capable of preventing, mitigating, and responding to both natural and man-made disasters. Over the 2026–2029 planning period, the Assembly will prioritise developing a comprehensive Disaster Risk Reduction (DRR) strategy, including identifying and mapping high-risk zones and integrating risk-sensitive planning into all development interventions.

Key interventions will include renovating and upgrading the Municipal Fire Station to ensure an effective emergency response, particularly in fire-prone urban and market areas. In addition, the Assembly will invest in early warning systems, improve drainage and flood control infrastructure, and promote public education on emergency preparedness at the community level. The Municipal Disaster Management Committee will be strengthened through capacity building, the provision of essential logistics, and coordination with key stakeholders, including NADMO, the Ghana Fire Service, the Physical Planning Department, and the Security Services. These efforts aim to enhance emergency response mechanisms, improve community resilience, and reduce residents' vulnerability, particularly those living in informal settlements and disaster-prone areas.

9. Strengthening Local Governance and Citizen Participation

Under-resourced zonal councils: To improve transparency, accountability, and development responsiveness, the Assembly must invest in strengthening zonal councils, equipping the sub-structures, and sustaining platforms for community engagement. Support for social accountability mechanisms, civic education, and youth engagement should be improved.

10. Security and Public Safety

Inadequate Police Infrastructure: Ensuring security and public safety remain key priorities for the New Juaben South Municipal Assembly. The current police-citizen ratio is 1:970, showing a notable improvement from 1:2,328 over the past four years. Although this progress is commendable, the ratio still falls short of the United Nations-recommended standard of 1:500, underscoring the ongoing need to strengthen the security presence and law enforcement capacity.

The rate of population growth and urban expansion requires effective policing and crime prevention. The Assembly will implement targeted interventions under the 2026–2029 MTDP to enhance public safety and security. These include:

- Advocating for greater deployment of police officers to narrow the gap towards the UN standard.
- Renovating and extending police infrastructure, including the construction of new police stations in underserved communities.
- Providing essential logistics and equipment, including patrol vehicles, communication devices, and digital tools, to support crime response.
- Promoting community policing strategies to improve cooperation between the police and residents for effective crime detection and prevention.

These efforts will collectively contribute to a safer environment, support economic activities, improve investor confidence, and ensure social stability in the municipality.

11. Revenue Mobilisation Improvement Drive

Weak revenue mobilisation: The Assembly's internally generated revenue performed relatively well, especially from stores where collection is easier and more structured; however, the overall system is not fully optimised. Significant revenue potential remains untapped due to outdated collection methods, inadequate tracking, weak enforcement in certain areas (licensing and fines), and limited use of technology. The municipality also lacks comprehensive data on ratable entities, which affects its ability to broaden the revenue base.

Revenue mobilisation is a driver of development; therefore, frantic efforts will be made to improve the Assembly's revenue, particularly the IGF's. The following interventions would be implemented to improve the IGF by 20% over the medium-term period.

- Improving property rate generations.
- Exploring other sources of revenue
- Sensitisation of the public
- Enforcement of environmental byelaws.
- Introduction of an automation and electronic billing system
- Activation of more pay points closer to the rate payers
- Zonal revenue collection

Table 2.16: List of Key Development Issues from Situational Analysis

SITUATION	ISSUES	RECOMMENDATIONS
Economy	Unpredictable rainfall affecting cassava production	Invest in irrigation infrastructure, promote drought-resistant crops, and strengthen early warning systems.
	Reduction in pig production due to swine flu	Implement veterinary support programs, biosecurity measures, and farmer awareness campaigns.
	Insufficient local revenue	Develop local revenue sources, promote tourism, encourage SMEs, and improve tax collection.
	Over-reliance on the services sector	Diversify the local economy by supporting agriculture, agro-processing, manufacturing, and value addition initiatives.
Demography	Low dependency ratio	Promote skills development and entrepreneurship to reduce youth unemployment.
	Small land size and urbanisation	Implement effective land-use planning to balance development and conservation.
	Pressure on land for development due to increase in population and urbanization	Promote sustainable urban planning, afforestation, and land conservation programs.
Physical	Surrounded by mountains	Implement flood control measures, drainage systems, and early warning mechanisms.
	Decline in land cover	Initiate tree planting, soil conservation, and community awareness programs.
	Low temperature	Strengthen health services for respiratory and allergic conditions and conduct public health awareness campaigns.
Social	Large volumes of waste are generated	Promote liquid and solid waste management, recycling, and community sanitation campaigns.
	Increase in communicable diseases	Strengthen environmental health management, public health education, and healthcare service delivery.
Environment	Poor road network and condition	Upgrade and maintain road networks, prioritize paving key routes, and improve drainage systems.
	Concentration in the CBD	Decentralize transport hubs, enforce traffic management, and develop alternative routes.
Governance	Weak popular participation	Enhance civic education, community engagement platforms, and participatory planning processes.
	Inadequate police facilities	Construct and equip police stations, improve personnel capacity, and strengthen community policing.
	Over-dependence on central government transfers	Strengthen internally generated revenue, promote public-private partnerships, and improve financial planning.

CHAPTER THREE
KEY DEVELOPMENT PRIORITIES

3.0 Introduction

This chapter presents the municipality's key development priorities for the 2026–2029 planning period. These priorities were derived from the development issues identified in the situational analysis in Chapter Two and were further ranked using the pairwise ranking tool. This chapter discusses the ranking process and the tool used for prioritisation. The chapter further outlines the key priority issues that will guide interventions, resource allocation, and policy actions over the medium term to promote inclusive growth and sustainable development within the municipality.

3.1 Pair-wise Ranking Prioritisation Tool

The prioritisation tool used was the pairwise ranking tool. The prioritisation process was conducted by the Assembly members of the development planning sub-committee at its meeting. The members of the committee considered several factors in the prioritisation process, including the severity of the problems, the potential social, economic, and environmental benefits of addressing them, and their contribution to job creation and to creating an enabling environment. The prioritisation of the identified issues was also done with cross-cutting issues such as gender equality, vulnerability, climate resilience, youth empowerment, and disaster risk reduction in mind.

The pairwise ranking tool was selected for the prioritisation process due to its convenience, ease of use, and ability to save time while ensuring objective comparison of development issues**.** The Pairwise Ranking Tool is a simple, participatory decision-making tool for prioritising a list of issues, problems, or options by comparing them in pairs. It helped to determine which item was more important or urgent. Refer to annex 1 for the prioritisation tool.

Pairwise Ranking at DPSC Meeting

Table 3.0 Prioritised Development Issues and Justifications

Rank	Development Issue	Justification for Prioritisation
1st	Youth Unemployment	Ranked first due to its far-reaching socio-economic consequences, including rising crime, dependency, and impacts on both lives and property.
2nd	Flooding	Affects a significant portion of the population in flood-prone areas. Impacts lives, property, and investor confidence. Ranked second due to its seasonal and localised nature.
3rd	Poor Solid Waste Management	Direct public health concern. Uncollected waste contributes to disease outbreaks and poor sanitation, thereby tarnishing the municipality's image, particularly in urban centres.
4th	Poor Access to Improved Toilet Facilities	Serious sanitation issue. Contributes to open defecation and the spread of disease, negatively affecting health outcomes in several communities.
5th	Inadequate Water Supply	Water is a basic need. Its absence affects health, hygiene, and productivity, especially in the municipality's underserved areas.
6th	Poor Road Condition and Network	Affects the entire population, particularly the vulnerable. Poor roads hinder access to services and economic activities, reducing productivity and mobility.
7th	Inadequate Health Facilities	Many communities lack access to timely, high-quality healthcare. This weakens health outcomes and limits emergency response capabilities.
8th	Inadequate Educational Facilities	Existing infrastructure is widespread but in poor condition in some areas. Pupils learn in dilapidated structures, affecting safety and academic performance.
9th	Inadequate Zonal Council Offices	Limits decentralised service delivery and local revenue mobilisation. Strengthening zonal offices would improve administrative efficiency and citizen participation.
10th	Inadequate Police Facilities and Rising Crime	Insufficient police posts and logistical constraints compromise public safety, weaken law enforcement, and increase crime, thereby discouraging investment and growth.
11th	Inadequate Public Spaces	Public spaces are essential for recreation, social engagement, and community well-being. Their absence reduces quality of life and limits cultural and economic activities.
12th	Poor market infrastructure	Markets are key economic hubs, especially for women and small businesses. Poor infrastructure (leaking roofs, inadequate stalls, lack of storage and sanitation) limits trading activities, reduces income, and affects food safety and local revenue generation.

13th	Undeveloped tourism potentials	Tourism potential exists but remains untapped due to weak promotion, poor access roads, and inadequate facilities. Developing the sector can diversify the local economy, create jobs, and boost internally generated funds (IGF).
14th	Decline in natural vegetation	Rapid urbanisation and deforestation reduce green cover, contributing to erosion, biodiversity loss, and climate vulnerabilities. Prioritising this helps restore ecological balance and protect water bodies.
15th	Limited revenue generation capacity	Low IGF due to weak compliance, poor property valuation, inadequate logistics, and limited staff capacity. Without improved revenue mobilisation, the Assembly struggles to fund priority projects and deliver essential services.
16th	Low agricultural productivity	Although agriculture is not the dominant economic activity, smallholder farmers face challenges such as limited irrigation, high input costs, climate variability, and pests. This leads to low yields, food insecurity, and reduced income for rural households.
17th	Inadequate public participation in local governance	Community engagement in local decision-making is low due to limited awareness, logistical challenges, and poor digital access. This weakens transparency, accountability, and citizen ownership of development initiatives.
18th	Inadequate Social Protection (Child Protection and Support for the Aged)	Children and the aged lack adequate protection and support services. Issues such as neglect, abuse, and insufficient care persist, highlighting the need to improve social welfare systems to reduce vulnerability and promote well-being.

Source: MPCU, 2025

CHAPTER FOUR

DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES

4.0 Introduction

This chapter outlines the development goals, policy objectives, and strategies that will guide the Municipality's interventions over the medium-term planning period. Building on the prioritised development issues identified in earlier chapters, the goals have been carefully formulated to align with national and international development frameworks, including the SDGs and cross-cutting themes such as climate change, gender equity, and digital transformation.

The objectives outlined here are designed to be results-oriented and responsive to the needs and aspirations of the people. At the same time, the strategies provide clear direction for implementation to achieve inclusive, resilient, and sustainable development outcomes.

4.1 Goal Compatibility Assessment

The Compatibility Matrix Tool was applied after the formulation of the development goals, objectives, and strategies to evaluate their internal consistency**.** It was used to assess the level of alignment or compatibility among the goals, ensuring that they do not contradict one another. This process helped identify and address overlaps and conflicts, promoting coherence and synergy across all strategic interventions in the Medium-Term Development Plan. Table 4.0 shows the goal compatibility matrix.

Table 4.0: Goal Compatibility Matrix

Interpretation of the Matrix	**Scale**
Very High	5
High	4
Neutral	3
Low	2
Very Low	1

Source: MPCU, 2025

- ✓ Very High means that comparing one goal to the other has a strong positive effect on the other, and implementing the first goal will lead to the second.

- ✓ High means that comparing one goal to the other has a positive effect on the other, and implementing the first goal will lead to the second.
- ✓ Neutral means that comparing one goal to the other does not affect the other, and implementing the first goal will lead to the second.
- ✓ Low means that achieving one goal indirectly hinders achieving the other.
- ✓ Very Low means that achieving one goal directly hinders the achievement or realisation of the other.

Goal Compatibility Matrix (Municipal to Municipal Goals)

This involves assessing the alignment and coherence of the municipality's goals. It focuses on understanding the similarities, differences, and potential synergies between the various goals, priorities and development activities of the New Juaben South Municipality.

Table 4.1: Goal Compatibility Matrix (Municipal to Municipal Goals)

Municipal Goals / Municipal Goals	Enhance Economic opportunities	Safe and healthy environment	Improve Quality of life	Promote good governance	**SCORE**	**RANK**
Enhance Economic opportunities		High	Very High	High	13	1st
Safe and healthy environment	High		High	Neutral	11	3rd
Improve Quality of life	Neutral	Low		High	8	4th
Promote good governance	Very High	Neutral	High		12	2nd

The Goal Compatibility Matrix assesses the level of alignment among the four municipal goals. Overall, the matrix shows a high degree of interdependence**,** indicating that progress toward one goal is likely to reinforce outcomes in other goals.

The matrix highlights Enhancing Economic Opportunities and Promoting Good Governance as the most strategic goals, with indirect effects across other development areas. The results underscore the need for integrated planning, ensuring that environmental sustainability and quality-of-life interventions are deliberately linked to economic and governance reforms to achieve balanced and sustainable municipal development.

Enhance Economic Opportunities ranked 1st making it the most compatible goal. It shows high to very high compatibility with all other goals, particularly with Improve Quality of Life and Promote Good Governance. This suggests that economic growth is a key driver of overall municipal development, influencing living standards, service delivery, and governance effectiveness.

Promote Good Governance ranked 2nd demonstrating very high compatibility with Enhance Economic Opportunities and high compatibility with Improve Quality of Life. This reflects the critical role of transparent, accountable, and participatory governance in enabling economic development and improving social outcomes.

Safe and Healthy Environment ranked 3rd. It shows high compatibility with Enhance Economic Opportunities and Improve Quality of Life, but a neutral relationship with Promote Good Governance. This indicates that while environmental health strongly supports economic productivity and quality of life, its link to governance outcomes may be more indirect.

Improve Quality of Life ranked 4th**,** recording the lowest compatibility score. Although it has high compatibility with Enhance Economic Opportunities *and* Promote Good Governance, it shows a low to neutral relationship with Safe and Healthy Environment. This suggests that quality-of-life improvements are largely driven by economic and governance factors, but environmental interventions may require more deliberate integration to maximize their impact.

Table 4.2: Goal Compatibility Analysis (Municipal to National Goals)

National Goals / Municipal Goals	Build the local economy.	Create opportunities for all	Safeguard the natural environment and ensure a resilient built environment	Maintain a stable, united and safe society	**SCORE**	**RANK**
Enhance Economic Opportunities	Very high	High	Neutral	High	16	2nd
Improve Quality of life (Social Opportunities)	Neutral	High	Low	Low	9	4th
Safe and Healthy Environment	High	Neutral	High	Low	12	3rd
Promote Good Governance	Very high	Very high	High	Very high	19	1st

The analysis highlights Promoting Good Governance and Enhancing Economic Opportunities as the municipal goals most closely aligned with national development priorities.

Promote Good Governance ranked 1st demonstrating the strongest compatibility with national goals. It shows very high alignment with building the local economy, creating opportunities for all, and maintaining a stable, united, and safe society, as well as high compatibility with safeguarding the natural environment and ensuring a resilient built environment. This underscores the central role of good governance as a foundation for achieving national development objectives across various sectors.

Enhance Economic Opportunities ranked 2nd and shows very high alignment with building the local economy, as well as high compatibility with creating opportunities for all and maintaining a stable and safe society. Its neutral relationship with environmental sustainability suggests the need to deliberately integrate environmental safeguards into economic development interventions.

Safe and Healthy Environment ranks 3rd indicating a high compatibility with national goals related to environmental protection and economic development. However, it’s neutral to low alignment with social cohesion and safety indicates that environmental interventions may not automatically translate into social stability unless complemented by targeted social and governance measures.

Improve Quality of Life (Social Opportunities) ranked 4^{th} reflecting the lowest level of compatibility. While it shows high alignment with creating opportunities for all, it records low compatibility with environmental sustainability and social stability goals. This suggests that social interventions need stronger integration with environmental management and peace-building strategies to achieve broader national development impacts.

4.2 Objectives Analysis

The objective analysis was undertaken in this section to convert each identified development issue into a positive, desirable, and achievable condition that the municipality seeks to attain. Hence, clear development objectives were formulated by converting existing problems into solution-oriented goals. It provided the basis for setting strategic directions and for appropriately designed interventions to address the municipality's development challenges.

Table 4.3: Development Goals, Objectives, Strategies and Programmes

Prioritized Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
Dimension/Thematic Area: Economic Development					
Youth Unemployment	Promote sustainable economic opportunities	Reduce the unemployment rate by 5% by 2029.	-Enhance business enabling environment -Improve support for entrepreneurship and MSME development - Formalise the informal economy	- Support skills training and apprenticeship programs - Facilitate youth access to startup capital - Create livelihood opportunities for the youth - Promote local economic development initiatives	Youth Employment and Entrepreneurship Support Programme
			Promote job creation and decent work. Promote effective participation of the youth in socioeconomic development	provide vocational and technical skills training tailored to local economic opportunities (e.g., agro-processing, digital skills, crafts, tailoring, hairdressing) Promote inclusive entrepreneurship programs that prioritise youth, women, and PWD. Partner with NGOs and the private sector to create apprenticeship and internship placements	
Inadequate/poor market infrastructure	Promote sustainable economic opportunities.	Improve infrastructure in five (6) markets within the municipality by 2029.	Enhance domestic trade	- Reconstruct and rehabilitate existing market structures - Construct additional markets, sheds and stalls to reduce congestion.	Market Infrastructure Improvement Programme

Low Agricultural Productivity		Increase agricultural productivity by 10% annually through the adoption of modern farming techniques, improved access to inputs, and strengthened market linkages.	- Create an enabling agribusiness environment - Enhance agricultural production and agri-business for economic transformation - Promote agriculture as a viable business among the youth	Provide improved seeds, fertilisers, and other farm inputs at subsidised rates, with dedicated access for youth farmers. Train farmers, particularly youth and women, in climate-smart and modern agricultural practices. Support the formation and strengthening of Farmer-Based Organisations (FBOs), including youth-led and mixed-membership groups. Promote agro-processing and value addition, with a focus on youth entrepreneurship and employment creation along agricultural value chains.	Agriculture Transformation and Food Security Programme
Underdeveloped tourism potential	Promote sustainable economic opportunities	Develop and enhance tourism infrastructure, services, and attractions to increase tourist arrivals by at least 5% annually	Diversify and expand the tourism industry	-Identify and document all potential tourism sites - Promote cultural festivals, annual homecomings and traditional events as tourism attractions. - Enhance tourist attractions through improved infrastructure and landscaping.	Tourism Development and Promotion Programme
Dimension/Thematic Area: Social Development					
Inadequate Educational Facilities	Improve the quality of life of residents by ensuring equitable access to education services	Increase enrolment rate by 5% annually.	Enhance equitable access to, and participation in, quality education at all levels	- Construct and rehabilitate basic school classroom blocks - Provide furniture and teaching and learning materials - Monitor and Supervise Schools - Conduct Mock examinations	Education Infrastructure Improvement Programme
Inadequate Health Facilities	Improve the quality of life of citizens by ensuring equitable access to healthcare services	Expand and operationalize 8 health facilities by 2029	Provide adequate health infrastructure and institute functional health logistics	-Construct CHPS compounds and clinics - Provide medical equipment and supplies	Health Infrastructure and Service Expansion Programme

Poor Solid Waste Management	Improve citizens' quality of life by ensuring equitable access to sanitation services	Enhance access to waste management services by 20% annually to support a clean and healthy municipality	Enhance access to improved and sustainable environmental sanitation services. Reduce Environmental Pollution	- Construct waste transfer stations - Enforce sanitation by-laws - Promote recycling and segregation of waste - Provide access to waste bins - Promote environmental cleanliness, green spaces, and sustainable urban living.	Waste Management Programme
Poor Access to Improved Toilet Facilities	Improve the quality of life of citizens by ensuring equitable access to sanitation	Increase access to improved sanitation facilities by 5% annually.	Enhance access to improved and sustainable environmental sanitation services.	- Support construction of household and public toilets - Enforce sanitation and building codes - Promote behavioural change campaigns.	Sanitation Access Improvement Programme
Inadequate Water Supply	Improve citizens' quality of life by ensuring equitable access to water	Improve access to potable water for domestic and institutional use by 20% by end of 2029.	Improve access to safe, reliable and sustainable water supply services for all.	- Drill new boreholes and repair broken down boreholes - Expand water systems to underserved areas - Partner with NGOs and the private sector	Water Access and Sustainability Programme
Inadequate Social Protection – Child Protection and Support for the Aged	Improve citizens' quality of life.	Ensure 90% annual support coverage for LEAP beneficiaries, PWDs, and vulnerable children in the municipality by 2029.	Strengthen social protection for the vulnerable. Prevent and protect children from all forms of violence, abuse, neglect and exploitation.	-Identify and register vulnerable children and the elderly for LEAP and other government interventions - Organise sensitisation programs on child rights, abuse, and elderly care - Support the provision of shelters and day-care centres for children in difficult situations	Social Protection and Child Welfare Programme
Inadequate Public Spaces/Parks	Strengthen responsive and accountable local governance	Develop and maintain 4 public spaces (Parks, Durbar grounds, recreational spaces and centres) by 2029	Enhance sports and recreational infrastructure for all	- Identify and protect land for public parks - Construct recreational facilities - Involve the communities and youth in the operation and maintenance of public spaces	Community Parks and Recreational Development Programme"
Dimension/Thematic Area: Environment and Human Settlement Development					
Poor road condition and network	Enhance and expand infrastructure	Reduce road accidents by 20% in the municipality by end of 2029.	Enhance safety and security for all categories of road users	- Construct speed ramps in residential, school, and high-pedestrian areas - Construct and reshape roads - Construct footbridges	Road Safety Programme

Flooding	Enhance and expand infrastructure	Reduce the incidence of flooding occurrence by 20% by the end of 2029.	Improve national resilience to hydrological threats	- Construct and desilt major drains - Enforce building codes and land use plans - Sensitise communities on flood preparedness	Drainage and Flood Resilience Programme
Decline in natural vegetation	Enhance and expand infrastructure	Conserve natural vegetation, protect biodiversity, and enhance ecological resilience by 15% by 2029. Promote sustainable land use and urban development by ensuring at least 60% compliance with approved planning schemes by 2029.	Combat deforestation, desertification and soil erosion	Enforce land use plans and zoning regulations to prevent indiscriminate conversion of green spaces Promote tree planting and reforestation initiatives in degraded and urbanising areas. Incorporate environmental assessments in all major physical development projects.	Green Cities and Climate Adaptation Programme
Dimension/Thematic Area: Governance and Institutional Development					
Inadequate Police Facilities and Rising Crime	Promote Good Governance	Reduce crime in the municipality annually by 10%.	Enhance public safety and security	-Strengthen security and expand the police infrastructure	Security and Crime Prevention Programme
Inadequate Zonal Council Offices		Improve Zonal Council Infrastructure by 10% by 2029	Deepen political and administrative decentralisation	- Rehabilitate and equip zonal council offices - Provide logistics for the effective functioning of Zonal Councils - Train staff and Assembly members in local governance	Governance Support Programme
Inadequate public participation in local governance		Enhance citizen engagement by organizing 15 public consultations at the Assembly and community levels by 2029.	Deepen political and administrative decentralisation. Empower young people to actively engage in political processes, electoral democracy, and governance	Organise regular community engagement forums such as town hall meetings, budget hearings, and public consultations. Promote the full and effective participation of young people in decision-making processes at all levels of governance. Establish digital information platforms to improve Assembly citizen interaction and increase youth	Civic Engagement and Participatory Governance Programme

				participation in city governance through the use of ICT	
				Promote participatory monitoring by involving community members, youth and stakeholders. Build the capacity of departments and decentralised units in results-based M&E.	Capacity Development Programme
				Develop and implement a Municipal Communication Plan to guide structured information sharing.	Information, Communication and Awareness Programme
				-Integrate volunteerism into civic education campaigns to promote patriotism and community service - Engage youth in local governance processes such as town hall meetings, planning sessions, and environmental clean-ups	Civic Engagement and Participatory Governance Programme
Limited revenue generation capacity	Promote Good Governance	Increase internal revenue generation by at least 20% annually to by the end of 2029	Strengthen fiscal decentralisation	Update and digitise the municipal revenue database to capture all rateable properties, businesses, and revenue sources Train revenue collectors and finance staff on effective revenue mobilisation, customer relations, and financial accountability.	Revenue Improvement Programme

4.3 Integration of Spatial Plans

Effective development planning requires aligning physical space with socio-economic priorities. In this regard, integrating spatial plans into the Municipality's Medium-Term Development Plan (MTDP) is a critical tool for ensuring that all physical developments are well-coordinated, environmentally sustainable, and spatially consistent with the Municipality's vision.

Spatial integration entails harmonising land use plans, layout schemes, infrastructure planning, and zoning regulations with the development goals outlined in the MTDP. This ensures that the physical locations of projects such as roads, schools, markets, health facilities, and sanitation systems align with available land, comply with planning regulations, and optimise the use of space and resources.

The Assembly, through its Physical Planning Department, prepares and implements Structure Plans, Local Plans, and Planning Schemes, with particular focus on fast-growing communities such as Nyamekrom, Densuano, and Two Streams. This process is enhanced by the application of Geographic Information Systems (GIS) and digital mapping tools, which facilitate the identification of service gaps, management of urban sprawl, and equitable distribution of social and economic infrastructure. Development proposals in the MTDP are systematically reviewed against existing land use patterns and spatial development frameworks to ensure feasibility and compliance.

Permit approval and development control systems are integral to enforcing spatial conformity. Physical developments are vetted to align with MTDP objectives and approved planning schemes, thereby reducing land-use conflicts and ensuring environmental safety.

4.4 Scenario Options for Development

An assessment of the municipality’s development challenges and opportunities underscores the need for a clear development trajectory to achieve the desired spatial growth and transformation over the next 20 years. Two development scenarios were considered, based on an analysis of economic potential, environmental sustainability, population trends, and settlement expansion:

1. Sustainable Agricultural Villages, Eco-Tourism, and Natural Resource Protection

2. Business and Services Intensification, Industrial Development, and Polycentric Growth

4.4.1 Scenario 1: Sustainable Agricultural Villages, Eco-Tourism, and Natural Resource Protection

This scenario positions agriculture as a key sector in the municipal economy, promoting climate-smart agriculture, unlocking untapped tourism potential, and safeguarding natural resource endowments. Climate-smart agriculture aims to increase food production without additional strain on natural resources, improve nutrition security, and boost farmer incomes.

The adoption of modern, scientific farming methods would replace traditional low-yield systems, increasing production for both local and regional markets. Investments in agriculture are expected to enhance food security in the Eastern Region and Ghana, while reducing greenhouse gas emissions, preventing deforestation, and increasing carbon sequestration through sustainable land management.

The key challenges with this scenario are: inadequate market and storage facilities; competition for agricultural land from urban development; degradation of forest resources; poor access roads to farming areas; slower structural economic transformation in agrarian-driven economies; and high infrastructure costs for agricultural development.

4.4.2 Preferred Scenario 2: intensification of Business and Services, Environmental Sustainability and Agro- Industrialisation

Following extensive stakeholder consultations, the preferred scenario was selected for its alignment with the municipality’s 20-year vision:

"To be a vibrant service, commercial and industrial hub that drives economic transformation while prioritising sustainable social and environmental progress for a thriving future."

This scenario focuses on strengthening the tertiary sector, the main driver of the municipal economy, by creating development nodes and clusters to promote intensive industrial, commercial, and service-sector growth.

Polycentric growth will foster multiple settlement nuclei, each integrating residential, commercial, mixed-use, and industrial functions. The plan proposes the development of interventions under this scenario**:**

- Creation of primary nodes as intensive commercial centres for major commerce, administrative and financial services, agri-business, trade, and general business activities.
- Creation of secondary nodes as minor commercial centres supporting smaller-scale commerce, services, trade, and business operations.
- Creation of tertiary nodes to provide basic social and economic services at a reasonable level of accessibility, adjoining rural settlements.
- Creation of industrial zones to support industrial development.
- Creation of Service Investment Centres to boost services and business growth and development in the municipality.
- Mixed-use development along main transport routes.
- Public transport can reduce urban sprawl and reliance on private vehicles.
- Provision of market towns to provide accessible urban services and to absorb localised urbanisation.
- Provide support for the hospitality industry to boost eco-tourism.
- Protect ecologically sensitive areas.
- Designation of protected areas for conservation (Forest areas).

The key objectives of the preferred scenario are to promote municipal economic growth through business, services, industrial, and polycentric spatial development; integrate rural and urban land development in ways that support each other; ensure equitable spatial development guided by polycentric principles; reduce poverty by creating diversified economic opportunities; and protect ecologically sensitive natural resources to safeguard environmental sustainability.

Potential challenges to this approach include urban sprawl around network centres, the high cost of infrastructure development, increased insecurity or crime rates, and reduced agricultural land. These challenges will be proactively addressed in the implementation action plan to ensure that the development of both primary and secondary nodes is sustainable, secure, and supportive of balanced land use.

These challenges will be proactively addressed in the implementation action plan through targeted infrastructure investment strategies, urban growth management measures, enhanced security coordination, and integrated land-use planning that safeguards agricultural zones.

Figure 4.0 Scenario 1

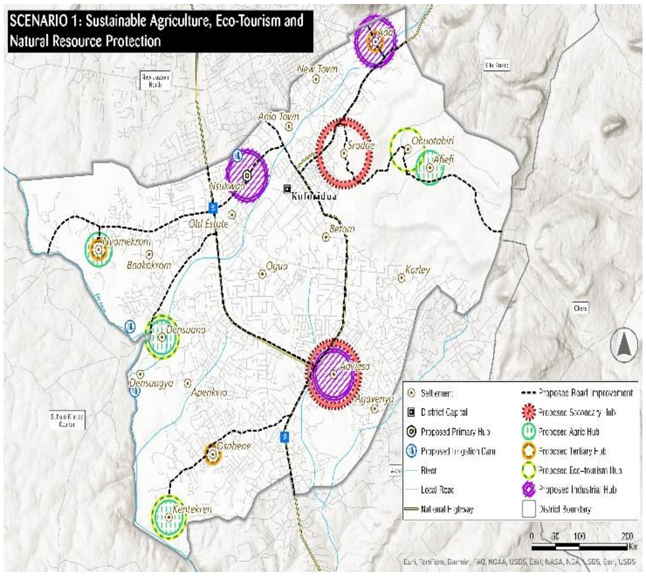


Figure 4.1 Scenario 2

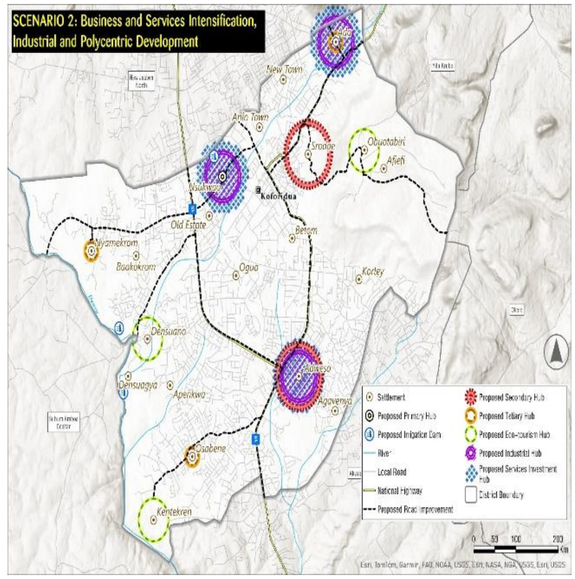
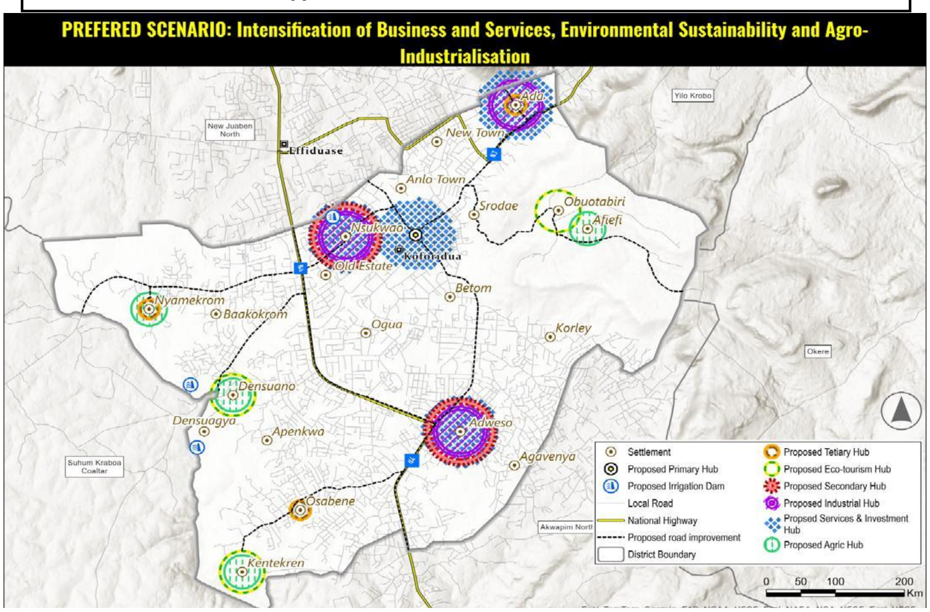


Figure 4.2 Preferred Scenario



Source: GLODA, 2025

CHAPTER FIVE

COMPOSITE DEVELOPMENT PROGRAMMES

1.0 Introduction

This chapter focuses on the broad development programmes under the policy objectives, timeframe for the plan period (2026-2029), programme status and implementing agencies, as shown in Table 5.0. Other areas that have been incorporated in the composite programmes are monitoring and evaluation, Communication, Maintenance of assets, Knowledge management, learning and Joint development programmes. These programmes have their broad activities and related budgets, which would inform the preparation of the Municipality's Annual Action Plans in subsequent chapters.

1.1 Assumptions and methodologies for costing

The costing of programmes in the plan was done based on the status of the programme, whether they are new or ongoing programmes. In developing the cost estimates, forecasts of the funds needed to start and complete the programmes were identified.

The programmes were costed based on the scope of work. Relevant departments and experts were also consulted; the quantity surveyor and municipal engineers provided cost estimates for the physical structures. Key items identified as needed to deliver the programmes were labour, equipment, materials, professional services, land, and other legal services. Table 4.1 of the Programme of Action (POA) outlines the cost components of programmes under various funding sources, including GOG, IGF, and others.

1.2 Composite Development Programmes

Table 5.0: Programme of Action (POA)

Development Programme	Time Frame				Expected Revenue and Sources of Funding				Programme Status		Implementing Agencies	
	2026	2027	2028	2029	GOG (GH¢)	IGF (GH¢)	DACF (GH¢)	Others (Specify) (GH¢)	New	Ongoing	Lead	Colla.
1. Market Infrastructure Improvement Programme	X	X	X	X	-	-	70,283,282.36	32,000,000.00	√		Works Dept.	NJSMA
2. Tourism Development and Promotion Programme	X	X	X	X	-	335,000.00	-	-	√		Central Admin	NJSMA
3. Youth Employment and Entrepreneurship Support Programme	X	X	X	X	160,000.00	300,000.00	-	-	√		GEA, YEA	NJSMA
4. Agriculture Transformation and Food Security Programme	X	X	X	X	80,000.00	1,500,000.00	2,500,000.00	-	√		Dept. of Agric.	NJSMA
5. Health Infrastructure and Service	X	X	X	X	-	200,000.00	8,000,000.00	3,000,000.00	√		Health Directorate	NJSMA
6. HIV/AIDS Prevention and Support Programme	X	X	X	X	-	200,000.00	462,568.77	-	√		Health Directorate	NJSMA
7. Social Protection and Child Welfare Programme	X	X	X	X	50,000.00	100,000.00	2,500,000.00	-	√		DSW&CD	NJSMA
8. Basic Education Improvement Programme	X	X	X	X	205,957.04	200,000.00	500,000.00	-	√		Dept. of Education	NJSMA
9. Education Infrastructure Improvement Programme	X	X	X	X	-	4,000,000.00	20,000,000.00	3,000,000.00	√		Works Dept.	NJSMA
10. Community Park and Recreational Development Programme	X	X	X	X	-	-	3,500,000.00	-	√		Works Dept.	NJSMA
11. Sanitation Access Improvement Programme	X	X	X	X	-	5,000,000.00	1,000,000.00	-	√		Env’tal Health Unit	NJSMA
12. Waste Management Programme	X	X	X	X	150,000.00	3,000,000.00	8,500,000.00	-	√		Env’tal Health Unit	NJSMA

13. Water Access and Sustainability Programme	X	X	X	X	-	4,000,000.00	15,494,874.23	-	√		GWCL	NJSMA
14. Land Use and Spatial Planning Programme	X	X	X	X	-	200,000.00	1,000,000.00	-	√		PPD	NJSMA
15. Urban Roads and Transport Improvement Programme	X	X	X	X	400,000.00	4,000,000.00	10,000,000.00	400,000.00	√		DUR	NJSMA
16. Drainage and Flood Resilience Programme	X	X	X	X	-	2,000,000.00	7,000,000.00	-	√		NADMO	NJSMA
17. Maintenance and Assets Management Programme	X	X	X	X	-	2,000,000.00	-	-	√		Works Dept.	NJSMA
18. Green Cities and Climate Adaptation - Programme	X	X	X	X	-	100,000.00	200,000.00	-	√		EPA	NJSMA
19. Security and Crime Prevention Programme	X	X	X	X	-	1,000,000.00	1,000,000.00	-	√		GPS	NJSMA
20. Street Lighting and Public Safety Programme	X	X	X	X	100,000.00	500,000.00	200,000.00	-	√		Works Dept	NJSMA
21. Civic Engagement and Participatory Governance Programme	X	X	X	X	-	300,000.00	500,000.00	-	√		Central Admin	NJSMA
22. Capacity Development Programme	X	X	X	X	-	235,000.00	1,500,000.00	-	√		Human Resource Department	NJSMA
23. Governance Support Programme	X	X	X	X	-	500,000.00	1,200,000.00	-	√		Central Admin	NJSMA
24. Revenue Improvement Programme	X	X	X	X	-	1,300,000.00	-	-	√		Finance Department	NJSMA
25. National Unity and Traditional Support Programme	X	X	X	X	-	2,000,000.00	3,700,000.00	-	√		Central Admin	NJSMA
26. Youth Civic Responsibility and - Volunteerism - Programme	X	X	X	X	-	100,000.00	100,000.00	-	√		Central Admin	NJSMA
GRAND TOTAL					**1,145,957.04**	**33,070,000.00**	**159,140,725.36**	**38,400,000.00**				

1.2 Programme Financing

Indicative Financial Strategy

The successful implementation of the Medium-Term Development Plan (MTDP) for 2026–2029 is projected to require an estimated GH₵239,969,861.70. This funding requirement calls for a financing strategy that ensures the timely and effective execution of all planned programmes and interventions in the four-year plan.

The financial strategy focuses on mobilising funds from various sources, including the Assembly's Internally Generated Funds (IGF), Central Government transfers, and Development Partner support. Central Government inflows expected to contribute to funding include the District Assemblies Common Fund (DACF), the District Assemblies Common Fund – Responsive Factor Grant (DACF-RFG), the Ghana Secondary Cities Support Programme (GSCSP), the Modernising Agriculture in Ghana (MAG), and other sectoral and donor-driven budget support mechanisms.

Table 5.1: Indicative Financial Strategy for 2026-2029

Development Programme	Programme Cost A (Gh¢)	EXPECTED REVENUE AND SOURCES OF FUNDING								
		GOG (GH¢)	IGF (GH¢)	DACF (GH¢)	DACF- RFG (GH¢)	ABFA (GH¢)	DPs (GH¢)	Others (Specify) (GH¢)	Total (GH¢) B	Gap C=B-A (GH¢)
1. Market Infrastructure Improvement Programme	102,283,282.36	-	-	70,283,282.36	-	-	-	32,000,000.00	102,283,282.36	0.00
2. Tourism Development and Promotion Programme	335,000.00	-	335,000.00	-	-	-	-	-	335,000.00	0.00
3. Youth Employment and Entrepreneurship Support Programme	367,800.00	160,000.00	300,000.00	-	-	-	-	-	400,000.00	32,200.00
4. Agriculture Transformation and Food Security Programme	3,002,900.00	80,000.00	1,500,000.00	2,500,000.00	-	-	-	-	4,080,000.00	1,142,000.00
5. Health Infrastructure and Service	13,841,312.94	-	200,000.00	8,000,000.00	3,000,000.00	-	-	-	11,200,000.00	(2,641,312.94)
6. HIV/AIDS Prevention and Support Programme	462,568.77	-	200,000.00	462,568.77	-	-	-	-	662,568.77	200,000.00
7. Social Protection and Child Welfare Programme	1,710,566.00	50,000.00	100,000.00	2,500,000.00	-	-	-	-	2,650,000.00	939,434.00
8. Basic Education Improvement Programme	948,000.00	205,957.04	200,000.00	500,000.00	-	-	-	-	905,957.04	(42,042.96)
9. Education Infrastructure Improvement Programme	31,267,702.88	-	4,000,000.00	20,000,000.00	3,000,000.00	-	-	-	27,000,000.00	(4,267,702.88)
10. Community Park and Recreational Development Programme	3,200,000.00	-	-	3,500,000.00	-	-	-	-	3,500,000.00	300,000.00
11. Sanitation Access Improvement Programme	4,420,000.00	-	5,000,000.00	1,000,000.00	-	-	-	-	6,000,000.00	1,580,000.00
12. Waste Management Programme	10,397,257.50	150,000.00	3,000,000.00	8,500,000.00	-	-	-	-	11,600,000.00	1,282,742.50
13. Water Access and Sustainability Programme	20,526,610.88	-	4,000,000.00	15,494,874.23	-	-	-	-	19,494,874.23	(1,031,736.65)

14. Land Use and Spatial Planning Programme	935,000.00	-	200,000.00	1,000,000.00	-	-	-	-	1,200,000.00	265,000.00
15. Urban Roads and Transport Improvement Programme	19,122,000.00	400,000.00	4,000,000.00	10,000,000.00	-	-	-	-	14,400,000.00	4,722,000.00
16. Drainage and Flood Resilience Programme	10,033,850.00	-	2,000,000.00	7,000,000.00	-	-	-	-	9,000,000.00	1,033,850.00
17. Maintenance and Assets Management Programme	1,878,257.49	-	2,000,000.00	-	-	-	-	-	2,000,000.00	2,121,742.51
18. Green Cities and Climate Adaptation - Programme	65,000.00	-	100,000.00	200,000.00	-	-	-	-	300,000.00	235,000.00
19. Security and Crime Prevention Programme	370,000.00	-	1,000,000.00	1,000,000.00	-	-	-	-	2,000,000.00	1,630,000.00
20. Street Lighting and Public Safety Programme	920,000.00	100,000.00	500,000.00	200,000.00	-	-	-	-	800,000.00	(120,000.00)
21. Civic Engagement and Participatory Governance Programme	760,000.00	-	300,000.00	500,000.00	-	-	-	-	800,000.00	40,000.00
22. Capacity Development Programme	1,735,860.58	-	235,000.00	1,500,000.00	-	-	-	-	1,735,000.00	(860.58)
23. Governance Support Programme	3,923,892.30	-	500,000.00	1,200,000.00	-	-	-	-	1,700,000.00	(2,223,892.30)
24. Revenue Improvement Programme	1,795,000.00	-	1,300,000.00	-	-	-	-	-	1,300,000.00	(497,000.00)
25. National Unity and Traditional Support Programme	5,110,000.00	-	2,000,000.00	3,700,000.00	-	-	-	-	5,700,000.00	590,000.00
26. Youth Civic Responsibility and - Volunteerism - Programme	175,000.00	-	100,000.00	100,000.00	-	-	180,000.00	-	380,000.00	205,000.00
GRA-ND TOTAL	**239,586,861.70**	**1,145,957.04**	**33,070,000.00**	**159,140,725.36**	**6,000,000.00**	**-**	**180,000.00**	**32,000,000.00**	**231,426,682.40**	**5,494420.70**

1.3 Resource Mobilisation Strategies

The Assembly will implement its Revenue Improvement Action Plan (RIAP) to ensure that adequate financial resources are mobilised and efficiently used to support the achievement of the municipality's development goals and priorities over the medium term. The following key strategies will be adopted to mobilise, manage, and utilise financial resources throughout the plan period:

1. **Improve Revenue Collection Capacity**
   - ✓ Organise periodic training programmes for revenue collectors to improve their efficiency and professionalism.
   - ✓ Introduce incentive packages to recognise and reward high-performing revenue collectors.
   - ✓ Expand the number of revenue pay points and deploy a more efficient electronic billing and collection system to reduce leakages and improve compliance.
2. **Optimise Access to Government and Donor Funds**
   - ✓ Ensure timely preparation for performance-based grants, such as the District Performance Assessment Tool (DPAT) and Independent Verification Assessments (IVA), to maximise fund allocations.
   - ✓ Develop and submit project proposals to attract funding from Development Partners, NGOs, and other external sources.
3. **Leverage Public-Private Partnerships (PPP)**
   - ✓ Explore and pursue viable PPP arrangements to implement key infrastructure and service delivery projects, particularly in sanitation, markets, and tourism.
4. **Strengthen Financial Management and Compliance**
   - ✓ Enforce strict compliance with national financial management regulations, including the Public Financial Management Act**,** Financial Administration Act**,** and the Public Procurement Act, to enhance accountability, transparency, and value for money.

1.4 Strategic Environmental Assessment (SEA)

Strategic Environmental Assessment (SEA) is a vital part of the development planning process that ensures environmental and sustainability considerations are fully integrated into strategic goals and interventions. The SEA tool is applied to the formulated programmes to evaluate their environmental, social, economic, and governance implications. This assessment helps determine potential risks, identify opportunities, and recommend measures to enhance the overall effectiveness and sustainability of the plan.

In accordance with the Environmental Protection Authority (EPA) of Ghana's guidelines and international best practices, the SEA was conducted as part of the preparation of the Medium-Term Development Plan (MTDP). Its purpose was to assess the potential environmental and social impacts of the proposed programmes and strategies outlined in the plan.

The SEA process provided a structured framework for:

- Identifying environmental risks and vulnerabilities,
- Enhancing positive ecological and social outcomes,
- Ensuring that development interventions align with principles of sustainability.

1.4.1 Compound Matrix

The Compound Matrix was used to assess the programmes and strategies against a set of criteria that reflect key environmental dimensions influencing poverty in the municipality. These criteria include livelihood**,** health**,** vulnerability, and institutional capacity**.**

Each project is evaluated based on its interaction with these dimensions using the following symbols:

- A positive sign (+) indicates a beneficial relationship between the project and the poverty-related dimension.
- A negative sign (−) signifies a potentially adverse effect.
- A zero (0) denotes no significant interaction.
- A mixed sign (+/−) is used when the outcome is uncertain or context-dependent.

The analysis from the Compound Matrix revealed that construction-related activities, such as road development, infrastructure construction, and drainage works are likely to have negative impacts on the environment, particularly through natural resource degradation**.** This highlights the need for careful planning, environmental safeguards, and mitigation measures during implementation.

Table:5.2: Compound Matrix

POVERTY DIMENSION	Livelihood	Health				Vulnerability							Institutional					
Environmental Components / Plan Objectives	Access to water	Access to land	Access to timber resources	Wildlife	Non-Timber Forest Products	Water Quality	Sanitation	Air Quality	NTFP (Medicinal Plants)	Drought	Bush Fire	Floods	Degradation	Crises and Conflicts	Epidemics	Adherence to democratic Principles	Human Rights	Access to information
Reduce the unemployment rate by 5% by 2029	+	+	+-	0	+-	+	+	0	+-	0	0	0	0	0	0	+	+	+
Improve infrastructure in five (6) markets within the municipality by 2029	+.	+	+-	0	0	0	+	-+	0	0	0	0	0	0	0	0	0	0
Increase agricultural productivity by 10% annually through the adoption of modern farming techniques, improved access to inputs, and strengthened market linkages	-+	+	+	+	+	+	0	0	+-	+	0	0	+	0	0	0	0	0
Increase enrolment rate by 5% annually	-+	-+	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Expand and operationalize 8 health facilities by 2029	-+	+	0	0	0	0	+	+	0	0	0	-+	-+	0	0	0	0	0
Enhance access to waste management services by 20% annually to support a clean and healthy municipality	+	-+	0	0	0	+	+	+	0	0	+	0	0	0	+	0	0	0
Improve access to potable water for domestic and institutional use by 20% by end of 2029.	+	+	0	0	0	+	+	0	0	+	0	-+	-	-	+	0	0	0
Ensure 90% annual support coverage for LEAP beneficiaries, PWDs, and vulnerable children in the municipality by 2029.	0	0	0	0	0	0	0	0	0	0	+	-+	-	-	0	+	+	+
Reduce road accidents by 20% in the municipality by end of 2029	0	+	0	0	0	0	0	-+	0	0	0	0	0	-	0	0	-+	0
Reduce the incidence of flooding occurrence by 20% by the end of 2029	+	0	0	0	0	+	+	-+	0	0	0	+	-+	0	+	0	0	0
Promote sustainable land use and urban development by ensuring at least 60% compliance with approved planning schemes by 2029.	-+	+	0	0	0	0	+	-+	0	0	0	+	-+	0	0	0	0	
Enhance citizen engagement by organizing 15 public consultations at the Assembly and community levels by 2029.	0	0	0	0	0	0	0	0	0	0	0	0	0	-+	0	+	+	+

In reference to the tool, each plan objective was analyzed based on its interactions with environmental components such as access to natural resources, water quality, air quality, disasters, and governance. The findings reveal that initiatives targeting youth employment and entrepreneurship, agriculture productivity, and sanitation management generally have positive impacts across most poverty dimensions. Notably, youth-focused employment efforts showed strong positive interactions with nearly all components, especially livelihood, human rights, and access to information indicating their potential for both immediate economic and long-term social benefits. Similarly, improvements in sanitation and potable water had broad benefits for health and vulnerability reduction, though some mixed or negative outcomes such as potential degradation or conflict risks were flagged.

However, the analysis also highlighted projects with environmental trade-offs, particularly those involving construction and infrastructure, such as road network expansion, educational infrastructure, and market improvements. These were found to have neutral to mixed effects, with potential adverse environmental impacts like air quality reduction, resource degradation, and heightened risks of bushfires or flooding. This underscores the need for robust environmental safeguards and context-specific mitigation strategies during implementation. Additionally, interventions aimed at governance, monitoring, and participation though showing fewer environmental interactions positively reinforced institutional capacity and democratic engagement, which are critical for long-term poverty reduction and sustainable development. The Compound Matrix, therefore, serves as a vital decision-making tool to prioritize projects with strong positive synergies and flag those needing risk management.

Sustainability Test

Sustainability Test was carried on the programmes to ascertain their overall sustainability. The performance of each programme was assessed in relation to the criteria (Natural Resources, Socio-cultural, Economic, and Institutional), and scored using a scale of '(0)1 – 5' indicated and interpreted as follows;

Table 5.3: Sustainability Test

Scale	**0**	**1**	**2**	**3**	**4**	**5**
Effect:	Not Relevant	Works strongly against the aim	Works against the aim	On balance and has neutral effects on the aim	Supports the aim	Strongly supports the aim
Colour	Black	Red (deep)	Red (light)	Yellow	Green (light)	Green (deep)

Table 5.4: Sustainability Criteria Matrix

Pillars of Sustainability	Natural Resources					Socio-Cultural									Economic			Institutional		
	Protected Areas and Wildlife	Degraded Land	Energy	Pollution	Use of Raw Materials	Local Character	Health and Well-being	Gender	Job Creation	Participation	Access to Land	Access to Transport	Equity	Vulnerability and Risk	Growth	Use of local materials and services	Local Investment of Capital	Adherence to Democratic Principles	Human Rights	**Access to information**
Youth Employment and Entrepreneurship Support	0	0	3	3	0	3	5	3	5	4	0	0	5	0	5	0	4	3	4	3
Market Infrastructure Improvement	0	0	3	3	3	4	4	5	5	4	3	3	4	3	4	3	5	3	3	3
Agriculture Transformation and Food Security	5	2	2	3	5	4	4	3	5	3	4	4	4	4	4	4	5	3	3	3
Education Infrastructure Improvement	5	2	3	2	2	4	5	4	5	4	4	3	4	2	4	5	5	3	3	3
Health Infrastructure and Service Expansion	0	0	0	0	3	4	3	4	4	5	4	3	4	3	5	3	3	2	4	3
Waste Management	0	0	3	0	3	4	5	5	3	4	3	2	4	3	5	3	3	2	3	4
Water Access and Sustainability	0	0	0	0	0	4	5	4	3	3	2	2	4	5	4	2	3	2	4	4
Social Protection and Child Welfare	0	0	0	5	4	3	3	3	4	4	5	5	4	2	5	3	5	3	3	5
Urban Road and Transport Improvement	0	0	0	5	3	5	5	5	3	3	3	2	3	4	5	3	3	3	3	3
Drainage and Flood Resilience	0	0	0	4	3	5	5	5	3	3	3	4	4	2	4	3	3	3	3	3
Green Cities and Climate Adaptation	5	5	5	5	0	5	4	5	3	3	4	4	4	5	4	3	4	4	5	3
Civic Engagement and Participatory Governance	0	0	0	0	3	4	3	5	5	5	4	3	5	5	4	3	4	5	5	4
Capacity Development	0	0	0	0	0	5	4	4	5	4	0	4	3	3	4	3	4	3	3	3

The sustainability matrix reveals a varied performance across programs when assessed against environmental, socio-cultural, economic, and institutional sustainability criteria. Projects such as Agriculture Transformation and Food Security, Education Infrastructure Improvement, and Social Protection and Child Welfare demonstrate strong sustainability alignment, with high average scores across multiple pillars. These initiatives effectively balance environmental stewardship, social inclusion, and economic growth. Conversely, several programs including Youth Employment and Entrepreneurship Support, Health Infrastructure, and Capacity Development exhibit low or no impact on environmental dimensions, despite their clear strengths in social and institutional areas. This indicates a lack of integration between human development initiatives and environmental sustainability goals.

Moreover, infrastructure-related projects like Waste Management, Urban Roads, and Drainage and Flood Resilience show moderate overall scores, excelling in urban resilience and public health but scoring low in natural resource conservation. The Green Cities and Climate Adaptation project stands out for its strong environmental impact and balanced support for institutional goals. A key takeaway is the need to better integrate environmental considerations into socially-focused projects and promote synergy among initiatives to maximize cross-pillar sustainability impact. Programs that currently score high in social and economic dimensions could significantly improve their sustainability profiles by embedding eco-conscious strategies.

CHAPTER SIX

ANNUAL ACTION PLANS

6.0 Introduction

The Annual Action Plans from 2026- 2029 are activities required to achieve the objectives identified. Table 6.1 to 6.4 indicates the Annual Action Plans from 2026-2029.

Table 6.0: 2026 Annual Action Plan

Objective: Improve Infrastructure in Six (6) Markets Within the Municipality													
Programme: Market Infrastructure Improvement Programme													
Projects	**Location**	**Time Frame (2026)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
1. Maintain markets	Municipal Wide	X	X	X	X			10,000.00			√	Works Dept.	NJSMA
2. Redevelop Zambramma market	Zambramma	X	X	X	X				25,000,000.00	√		Works Dept.	NJSMA
3. Design and Construct 24 Hour economy market at Agartha Market (Phase I)	Agartha Market	X	X	X	X		12,589,522.98				√	Works Dept.	NJSMA
4. Complete the redevelopment of Zongo Market.	Zongo	X	X	X	X				5,659,605.81		√	Works Dept.	NJSMA
5. Construct shade structure at Ada Magazine	Ada	X	X	X	X		200,000.00				√	Works Dept.	Cent. Admin
6. Complete 20No. Lockable Stores at Zongo Market	Zongo	X	X	X	X		425,038.20				√	Works Dept.	NJSMA
7. Complete meat shop at Zongo Market	Zongo	X	X	X	X		130,000.00				√	Works Dept.	NJSMA
Sub- Total						**GH₵44,014,166.98**							
Objective: Develop and Enhance Tourism Infrastructure, Services, and Attractions to Increase Tourist Arrivals by at Least 5%													
Programme: Tourism Development and Promotion Programme													
Projects	**Location**	**Time Frame (2026)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	

		Q 1	Q2	Q3	Q4	GoG	DACF	IGF	Others	NEW	On-Going	Lead	Colla.
8. Support for festivals, homecomings and Kof-Fair	Municipal Wide	X	X	X	X	40,000.00		40,000.00		√		Central Admin.	TA, PPP
9. Organize cooking competition for SHSs and skills training for PWDs	Municipal Wide			X				17,500.00		√		Central Admin.	CNC
10. Celebrate mother tongue day through quiz competition for basic schools and literacy month a debate programme on cultural heritage	Municipal Wide		X		X			9,550.00		√		Central Admin.	CNC
Sub-Total						**GH₵107,050.00**							
Objective: Reduce the Unemployment Rate by 5%													
Programme: Youth Employment and Entrepreneurship Support Programme													
Projects	**Location**	**Time Frame (2026)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
11. Organise stakeholder forum with SMEs	Koforidua		X		X	30,000.00					√	GEA (NBSSI)	NJSMA
12. Sensitise five women's groups on income-generating activities	New Juaben South		X					4,000.00		√		Co-operatives	Social Development, BAC
13. Organise advanced community-based skills training in cosmetology for 30 women	Koforidua		X			7,000.00				√		GEA (NBSSI)	NJSMA
14. Organise training in records keeping, costing and pricing for 25 entrepreneurs.	Municipal Wide				X	10,000.00				√		GEA (NBSSI)	NJSMA
15. Provide start-up kits to 20 youth trainees	Municipal Wide	X	X	X	X			100,000.00		√		GEA	Central Admin.
16. Monitor start-up kits beneficiaries.	Municipal Wide	X				9,000.00				√		GEA (NBSSI)	NJSMA
17. Provide mentorship training for MSMEs	Municipal Wide				X	7,000.00				√		GEA (NBSSI)	NJSMA
18. Organise entrepreneurship training and company	Municipal Wide				X	8,900.00				√		GEA (NBSSI)	NJSMA

registration for five women													
Sub-Total						**GH₵75,900.00**							
Objective: Increase Agricultural Productivity By 10% Annually Through the Adoption of Modern Farming Techniques, Improved Access to Inputs and Strengthened Market Linkages.													
Programme: Agriculture Transformation and Food Security Programme													
Projects	**Location**	**Time Frame (2026)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**On-Going**	**Lead**	**Colla.**
19. Organise a crop demonstration exercise.	Municipal Wide	X	X					7,000.00			√	Agric. Dept.	NJSMA
20. Promote the cultivation of non-traditional crops (eg, orange-fleshed sweet potatoes, Taro, etc.)	Municipal Wide	X	X			10,000.00				√		Agric. Dept.	NJSMA
21. Organise livestock demonstration exercise.	Municipal Wide	X	X					8,000.00			√	Agric. Dept.	NJSMA
22. Promote non-traditional livestock production, e.g. Snails, grasscutter, rabbit, etc.	Municipal Wide	X	X			10,000.00				√		Agric. Dept.	NJSMA
23. Organise a sensitisation program on livestock housing	Municipal Wide	X	X	X	X			4,500.00		√		Agric. Dept.	NJSMA
24. Promote nutrition-sensitive agriculture	Municipal Wide	X	X			15,000.00				√		Agric. Dept.	NJSMA
25. Carry out farm and home visits	Municipal Wide	X	X	X	X	40,000.00					√	Agric. Dept.	NJSMA
26. Support monitoring and supervision	Municipal Wide	X	X	X	X			10,000.00			√	Agric. Dept.	NJSMA
27. Control pests and diseases	Municipal Wide	X	X	X	X	30,000.00				√		Agric. Dept.	NJSMA
28. Monitor agro-chemical shops	Municipal Wide	X	X	X	X			5,000.00		√		Agric. Dept.	NJSMA
29. Educate farmers on the safe use of agrochemicals	Municipal Wide	X	X	X	X			8,000.00			√	Agric. Dept.	NJSMA
30. Promote climate-smart agriculture	Municipal Wide	X	X	X	X	25,000.00				√		Agric. Dept.	NJSMA
31. Support the marginalised in agriculture	Municipal Wide	X	X			30,000.00				√		Agric. Dept.	NJSMA

32. Intensify organic agriculture	Municipal Wide	X	X	X	X	40,000.00					√	Agric. Dept.	NJSMA
33. Manage post-harvest losses	Municipal Wide	X	X			30,000.00					√	Agric. Dept.	NJSMA
34. Promote small-scale irrigation	Municipal Wide	X	X			120,000.00				√		Agric. Dept.	NJSMA
35. Educate farmers on the maintenance of farm structures	Municipal Wide	X	X			6,000.00				√		Agric. Dept.	NJSMA
36. Determine production levels through MRACLS (Crops) and livestock census annually.	Municipal Wide	X	X	X	X	13,000.00					√	Agric. Dept.	NJSMA
37. Organize one district RELC planning session	Municipal Wide	X	X	X	X				6,000.00	√		Agric. Dept.	NJSMA
38. Extend improved technologies to farmers and other actors in agric value chain through home and farm visits targeting 45% women	Municipal Wide	X	X	X	X	10,000.00				√		Agric. Dept.	NJSMA
39. Purchase processing machine to support Ada Magazine Palm Kernel Association	Ada			X				100,000.00		√		Agric. Dept.	NJSMA
40. Organise Farmer's Day Celebration	Municipal Wide				X	40,000.00					√	Agric. Dept.	NJSMA
Sub-Total						**GH₵567,500.00**							

Objective: Expand and Operationalize 8 Health Facilities

Programme: Health Infrastructure and Service

Projects	**Location**	**Time Frame (2026)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**On-going**	**Lead**	**Colla.**
41. Complete the construction of 1No. CHPS Compound	Agavenya	X	X	X	X		1,000,000.00			√		Dept. of Health	NJSMA
42. Construct 1No. CHPS compound	Simpoamiensa	X	X	X	X		877,503.75			√		Dept. of Health	Works Department

43. Construct and Furnish 1No. CHPS compound at Yaw Kyeremah	Yaw Kyeremah	X	X	X	X		2,000,000.00			√		Dept. of Health	Works Department
44. Furnish 2No. CHPS compounds	Agavenya, Simpoamiensa	X	X	X	X		400,000.00			√		Dept. of Health	Works Department
45. Construct 1No. CHPS compound at Srodae (MP)	Srodae	X	X	X	X		600,000.00			√		Dept. of Health	Works Department
46. Construct a weighing area at the Ada CHPS compound	Ada	X	X	X	X		150,000.00			√		Dept. of Health	Works Department
47. Renovate Densuano Health Centre	Zongo, Densuano	X	X	X	X		108,305.44			√		Dept. of Health	Works Department
48. Rehabilitate the Reproductive and Child Health Unit (RCH) at Adweso Health Centre	Adweso	X	X	X	X		277,503.75			√		Dept. of Health	NJSMA
49. Maintain CHP compounds and Health Centres	Municipal Wide	X	X	X	X	40,000.00				√		Works Dept.	Dept. of Health/ NJSMA
50. Embark on Malaria Control, TB and Sexual reproductive health program	Municipal Wide	X	X	X	X	50,000.00					√	Dept. of Health	NJSMA
51. Support Expanded Programme Immunization campaigns	Municipal Wide	X	X	X	X	58,000.00				√		Dept. of Health	Central Admin.
Sub-Total						**GH₵5,561,312.94**							
Objective: Reduce The Prevalence of HIV and AIDS by 50% Through Prevention, Education and Support Services.													
Programme: HIV/AIDS Prevention and Support Programme													
Projects	**Location**	**Time Frame (2026)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
52. Support for HIV/AIDS activities in the Municipality	Municipal Wide	X	X	X	X		251,790.46				√	DSWCD	MAC/
Sub-Total						**Gh₵251,790.46**							

Objective: Ensure 90% Annual Support Coverage for LEAP Beneficiaries, PWDs, And Vulnerable Children in the Municipality														
Programme: Social Protection and Child Welfare Programme														
Projects	**Location**	**Time Frame (2026)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
53. Update PWD register	Municipal Wide	X	X	X	X			5,000.00			√	DSWCD	NJSMA
54. Support PWDs	Municipal Wide	X	X	X	X		300,000.00				√	DSWCD	NJSMA
55. Collate and submit SER on juveniles, child custody cases, medico social report, writing of home study reports Collate	Municipal Wide	X	X	X	X	6,000.00					√	DSWCD	Central Admin.
56. Monitor LEAP activities and sensitise communities on LEAP	Municipal Wide	X	X	X	X	7,000.00					√	DSWCD	NJSMA
57. Payment of cash transfer to beneficiaries in all the LEAP communities	Municipal Wide	X	X	X	X	68,170.00					√	DSWCD	NJSMA
58. Supervise, inspect and monitor activities of 25 early childhood development centres	Municipal Wide	X	X	X	X	3,000.00					√	DSWCD	Central Admin.
59. Embark on sensitization on prevention of gender-based violence and domestic violence against men and women	Municipal Wide	X	X	X	X	3,000.00					√	DSWCD	Central Admin.
60. Train 5 women groups on local economic development	Municipal Wide		X	X		5,000.00				√		DSWCD	Central Admin.
61. Embark on extension services with other departments	Municipal Wide	X	X	X	X	1,950.00				√		DSWCD	Central Admin.
62. Embark on community sensitization in all the Zonal Councils on government interventions and emerging issues	Municipal Wide	X	X	X	X	4,000.00				√		DSWCD	Central Admin.

Projects	Location	Q 1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Colla.
63. Undertake education on child protection activities in 10 schools, 10 churches and 10 communities	Municipal Wide	X	X	X	X	4,000.00					√	DSWCD	Central Admin.
64. Embark on Intersectoral services (creation of mediation clubs at 3 basic and JHS)	Municipal Wide	X	X	X	X				15,000.00	√		DSWCD	Central Admin.
Sub-Total						**Gh₵422,120.00**							
Objective: Increase Enrolment Rate by 5% Annually													
Programme: Basic Education Improvement Programme													
Projects	**Location**	**Time Frame (2026)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
65. Monitor/ supervise schools	Municipal Wide	X	X	X	X	10,000.00					√	Dept. of Education	NJSMA
66. Support STME clinics	Municipal Wide	X	X	X	X	5,000.00					√	Dept. of Education	NJSMA
67. Conduct 2No. Preparatory Mock exams for BECE candidates	Municipal Wide	X		X				30,000.00			√	Dept. of Education	NJSMA
68. Support Independence Day celebration	Jackson Park	X						60,000.00			√	Dept. of Education	Central. Admin
69. Support My First Day at School	Selected schools			X				30,000.00			√	Dept. of Education	Central. Admin
70. Support Guidance and Counselling services to BECE candidates	Municipal Wide	X	X	X	X			10,000.00			√	Dept. of Education	NJSMA
71. Review and extend school feeding program	Municipal Wide	X	X	X	X	8,000.00					√	Dept. of Education	NJSMA
72. Award Bursary to 30 brilliant but Needy Students	Municipal Wide	X	X	X	X	30,000.00					√	Dept. of Education	NJSMA
Sub-Total						**GH₵183,000.00**							
Objective: Increase Enrolment Rate by 5% Annually													
Programme: Education Infrastructure Improvement Programme													
Projects	**Location**	**Time Frame (2026)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**

73. Complete 1No. 3-unit classroom block at King of Glory Presby Primary Sch.	Bornya	X	X	X	X		450,000.00				√	Dept. of Education	Central Admin
74. Complete 1No. 6-unit classroom block at Zion B, Apimpoa	Klu Town			X	X		1,400,000.00				√	Dept. of Education	Central Admin
75. Complete 2-unit KG block at Police Training M/A School	Galloway	X	X	X	X		877,503.75				√	Dept. of Education	Central Admin
76. Construct 2-unit KG block at Wesley Methodist Basic B	Srodae	X	X	X	X		850,000.00			√		Dept. of Education	Central Admin
77. Construct 1No. 3-unit classroom block for Wesley Methodist Basic A	Betom	X	X	X	X		1,000,000.00			√		Dept. of Education	Central Admin
78. Rehabilitate Densuano M/A Basic School	Densuano	X	X	X	X		908,305.44			√		Dept. of Education	Central Admin
79. Complete 3-Unit classroom block at Presby Basic School	Oguaa	X	X	X	X		240,000.00				√	Dept. of Education	Central Admin
1. Complete 3-unit classroom block at Adweso SDA Basic School 80.	Adweso Estate	X	X	X	X		240,000.00				√	Dept. of Education	Central Admin
81. Complete 1No. 2Bedroom semi-detached staff quarters at Koforidua School for the Deaf	Nsukwao	X	X	X	X		801,032.00				√	Dept. of Education	Central Admin
82. Complete 1No. dormitory with 6No. WC, 7No. washrooms for Koforidua School for the Deaf	Nsukwao	X	X	X	X		810,045.00				√	Dept. of Education	Central Admin
83. Procure 1,400No. mono desks, 50No. octagonal, 30No. teachers tables and chairs, 30No. metallic cupboards, 10No. executive Head Teachers Tables, 10No. visitors chairs and 10No. swivel	Municipal Wide	X	X	X	X		2,277,503.75			√		Dept. of Education	Central Admin

chairs desks and 70 teachers' desks													
84. Procure furniture for basic schools	Municipal Wide	X	X	X	X		2,758,305.44			√		Dept. of Education	Central Admin
85. Maintain 5 dilapidated school buildings	Municipal Wide	X	X	X	X	100,000.00					√	Dept. of Education.	NJSMA/ Dept. of Education
Sub- Total						**GH₵12,712,695.38**							
Objective: Increase Access to Improved Sanitation Facilities by 5% Annually													
Programme: Sanitation Access Improvement Programme													
Projects	**Location**	**Time Frame (2026)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
86. Promote the construction of Household toilets	Municipal Wide	X	X	X	X	500,000.00				√		Central Admin.	Environmental Health Dept.
87. Procure Sanitary Tools and Equipment including Veronica buckets for Public Schools and Health Centres	NJSMA	X	X	X	X		518,835.60			√		Central Admin.	Environmental Health Dept.
88. Construct 2No. institutional toilets and urinal	Zion School Apimpoa, Bornya King of Glory Sch.	X	X	X	X			600,000.00		√		Central Admin.	Environmental Health Dept.
89. Complete 10-seater WC toilet facility at Koforidua Zongo (DACF) Special Project)	Zongo	X	X	X	X		250,000.00				√	Works Department	Environmental Health Dept.
90. Maintain public toilets in the municipality	Municipal Wide	X	X	X	X	100,000.00					√	Works Dept.	Environmental Health Dept.
91. Complete construction of Abattoir	Ada Magazine	X	X	X	X		2,956,610.88				√	Central Admin.	Environmental Health Dept.

Projects	Location	Time Frame (2026)				Cost (GH¢)				Project Status		Implementing Institutions/ Departments	
		Q 1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Colla.
92. Procure 5 No. refuse containers	NJSMA	X	X	X	X		120,000.00			√		Central Admin.	Environ mental Health Dept.
Sub- Total						**GH₵5,045,446.48**							
Objective: Enhance Access to Waste Management Services By 20% Annually to Support a Clean and Healthy Municipality													
Programme: Waste Management Programme													
Projects	**Location**	**Time Frame (2026)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
93. Regular dislodging of all institutions and public toilets	Municipal Wide	X	X	X	X		20,000.00			√		Central Admin.	Environ mental Health Dept.
94. Procure chemicals and consumables	NJSMA	X	X	X	X			4,000.00			√	Central Admin.	Environ mental Health Dept.
95. Purchase cleaning materials	NJSMA	X	X	X	X			4,000.00			√	Central Admin.	Environ mental Health Dept.
96. Monitor and Supervise environmental Service Providers	Municipal Wide	X	X	X	X		20,000.00			√		Central Admin.	Environ mental Health Dept.
97. Carry out District wide Fumigation exercise day	Municipal Wide	X	X	X	X		418,600.00			√		Central Admin.	Environ mental Health Dept.
98. Organize National Sanitation Day	NJSMA	X	X	X	X		350,000.00			√		Central Admin.	Environ mental Health Dept.
99. Maintain sanitary sites in the municipality	NJSMA	X	X	X	X			8,000.00			√	Central Admin.	Environ mental Health Dept.

100. Evacuate refuse dumps and maintain final dumping site	Municipal Wide	X	X	X	X		400,000.00				√	Central Admin.	Environ mental Health Dept.
101. Implement Sanitation Improvement Package (SIP)	NJSMA	X	X	X	X		523,250.00			√		Central Admin.	Environ mental Health Dept.
102. Conduct sensitisation on WASH activities	NJSMA	X	X	X	X		105,000.00			√		Central Admin.	Environ mental Health Dept.
103. Implement WASH plan	NJSMA	X	X	X	X	150,000.00				√		Central Admin.	Environ mental Health Dept.
104. Support implementation of Community Led Total Sanitation	NJSMA	X	X	X	X		90,653.75			√		Central Admin.	Environ mental Health Dept.
105. Maintain Cemeteries	Old Estates and Ada	X	X	X	X			45,000.00			√	Central Admin.	Environ mental Health Dept.
106. Hold sensitisation programs on environmental issues	Municipal Wide		X		X			6,000.00			√	Central Admin.	Environ mental Health Dept.
107. Procure refuse evacuation and collection equipment	NJSMA	X				250,000.00					√	Environme ntal Health Dept.	NJSMA
108. Enforce environmental sanitation bye-laws	Municipal Wide	X	X	X	X			15,000.00		√		Environme ntal Health Dept.	NJSMA
109. Legal acquisition and engineering of final disposal site	Municipal Wide	X	X	X	X			200,000.00			√	Environme ntal Health Dept.	NJSMA
110. Intensify school health education programs	Municipal Wide	X	X	X	X	10,000.00				√		Environme ntal Health Dept.	NJSMA
111. Construct fence wall around the cemetery	Old Estate	X	X	X	X			200,000.00		√		Works Dept.	Environ mental

													Health Dept.
112. Embark on National Sanitation Day	Municipal Wide	X	X	X	X			653,800.00			√	Central Admin.	Environmental Health Dept.
113. Register all eating and drinking bars in the municipality	Municipal Wide	X	X	X	X	8,000.00					√	Environmental Health Dept.	NJSMA
114. Organize annual medical screening for food vendors in the municipality	Municipal Wide	X	X	X	X	20,000.00					√	Environmental Health Dept.	NJSMA
Sub-Total						**GH₵3,501,303.75**							

Objective: Improve Access to Potable Water for Domestic and Institutional Use by 20%

Programme: Water Access and Sustainability Programme

Projects	**Location**	**Time Frame (2026)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
115. Construct and mechanize 38No. boreholes	Municipal Wide	X	X	X	X		3,540,801.69			√		Works Dept.	Central. Admin
116. Repair and maintain 80No. boreholes in the municipality	Municipal Wide	X	X	X	X		3,540,801.69			√		Works Dept.	Central. Admin
Sub-Total						**GH₵7,081,603.38**							

Objective: Promote Sustainable Land Use and Urban Development by Ensuring At Least 60% Compliance with Approved Planning Schemes

Programme: Land Use and Spatial Planning Programme

Projects	**Location**	**Time Frame (2026)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
117. Prepare Local Plans for 3 communities	Municipal Wide	X	X	X	X	120,000.00					√	Physical Planning Dept.	NJSMA
118. Implement Street Naming and Property Addressing	Municipal Wide	X	X	X	X		60,000.00				√	Physical Planning Dept.	NJSMA

119. Conduct weekly site inspection for processing development application for permitting	Municipal Wide	X	X	X	X			10,000.00			√	Physical Planning Dept.	NJSMA
120. Organize four (4) land use sensitisation programs	Municipal Wide	X	X	X	X			4,000.00			√	Physical Planning Dept.	NJSMA
121. Facilitate the documentation of Assembly's lands	Municipal Wide	X	X	X	X			50,000.00		√		Physical Planning Dept.	NJSMA
122. Organize quarterly Spatial Planning Committee meetings to approve development planning.	NJSMA	X	X	X	X			22,500.00			√	Physical Planning Dept.	NJSMA
123. Organize quarterly Technical Sub-committee meetings	NJSMA	X	X	X	X			13,000.00			√	Physical Planning Dept.	NJSMA
Sub-Total						**Gh₵279,500.00**							
Objective: Reduce Road Accidents by 20% In the Municipality													
Programme: Urban Road and Transport Improvement Programme													
Projects	**Location**	**Time Frame (2026)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
124. Support Urban Roads (Stationery, Monitoring, Maintenance of Official Vehicles	NJSMA	X	X	X	X	19,247.00					√	Dept. of Urban Roads	Central. Admin
2. Rehabilitate/Upgrade/ 125. Reshape roads	Municipal Wide	X	X	X	X	1,000,000.00	600,000.00	200,000.00		√		Dept. of Urban Roads	Central. Admin
126. Repair/maintain roads, drive ways and grounds	Municipal Wide	X	X	X	X			10,000.00		√		Dept. of Urban Roads	Central. Admin
127. Bitumen surface St. James- Nyamekrom Road (3.00km)	Nyamekrom	X	X	X	X				4,083,525. 05		√	Dept. of Urban Roads	NJSMA

128. Bitumen surface Adweso-Abogri (1.0km), Osabene JN.8 (0.78km) and Bedtime-Simpoamiensa (2.50km) roads	Abogri, Osabene, Simpoamiensa	X	X	X	X				6,738,916.35		√	Dept. of Urban Roads	NJSMA
129. Desilt Nsukwao drainage system and other drains	Municipal Wide	X	X	X	X		100,000.00	268,143.52		√		Env. Health and DUR	Central. Admin
130. Replace metal gratings and grass cutting	Municipal Wide	X	X	X	X		50,000.00	50,000.00		√		Dept. of Urban Roads	Works Dept.
131. Construct 5No. footbridges	Municipal Wide	X	X	X	X			500,000.00			√	Works Dept.	Central. Admin
132. Complete payment of 3No. footbridges	Abogri, Betom, Timber Market	X	X	X	X		12,000.00				√	Works Dept.	Central. Admin
Sub-Total						**GH₵13,631,831.92**							
Objective: Reduce The Incidence of Flooding Occurrence By 20%													
Programme: Drainage and Flood Resilience Programme													
Projects	**Location**	**Time Frame (2026)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
133. Organize public education on disaster prevention	Municipal Wide		X		X			2,850.00			√	NADMO	NJSMA, GNFS
134. Train 10 DVGs in the municipality	Municipal Wide		X		X			5,050.00			√	NADMO	NJSMA
135. Undertake field trips to flood prone areas for assessment and further action	Municipal Wide	X	X	X	X			5,100.00			√	NADMO	NJSMA
136. Organize clean-up exercises in (6) zones in the municipality	Municipal Wide	X	X	X				7,500.00			√	NADMO	GNFS, Zoomlion, NJSMA
137. Repair and desilt drains in the municipality	Municipal Wide	X	X	X	X	100,000.00					√	Works Dept.	NJSMA

138. Maintenance of Nsukwao Drainage	Municipal Wide	X	X	X	X	120,000.00				√		Works Dept.	NJSMA
Sub-Total						**GH₵240,500.00**							
Objective: To Maintain and Rehabilitate Infrastructure and Assets													
Programme: Maintenance And Assets Management Programme													
Projects	**Location**	**Time Frame (2026)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
139. Maintain office building	NJSMA	X	X	X	X	70,000.00					√	Works Dept.	NJSMA
140. Rehabilitate 2No. Official Buildings and Structures	NJSMA	X	X	X	X		300,000.00				√	Works Dept.	NJSMA
141. Support the operationalization and functionality of Sub-structures	NJSMA	X	X	X	X		20,000.00				√	Central Admin.	NJSMA
142. Completion of Staff Bungalow Phase I at Galloway	Galloway	X	X	X	X		1,176,892.30				√	Works Dept.	NJSMA
Sub-Total						**GH₵1,566,892.30**							
Objectives: Conserve Natural Vegetation, Protect Biodiversity and Enhance Ecological Resilience by 15%													
Programme: Green Cities and Climate Adaptation Programme													
Projects	**Location**	**Time Frame (2026)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
143. Plant trees in the municipality	Municipal Wide		X		X			10,000.00			√	NADMO, Forestry Commission	NJSMA
144. Support Parks and Gardens to undertake landscaping activities in the municipality	Municipal Wide	X	X	X	X			20,000.00			√	Parks and Gardens	Central Admin.
Sub-Total						**GH₵30,000.00**							
Objective: Reduce Crime in the Municipality Annually by 10%													
Programme: Security and Crime Prevention Programme													
Projects	**Location**	**Time Frame (2026)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/**	

												Departments	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
145. Support security operations in the municipality	Municipal Wide	X	X	X	X		20,000.00				√	Central Admin.	NJSMA
Sub-Total						**GH₵180,000.00**							
Objective: Reduce Crime in the Municipality Annually by 10%													
Programme: Street Lighting and Public Safety Programme													
PROJECTS	**LOCATION**	**TIME FRAME (2026)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
146. Provide street lights	Municipal Wide	X	X	X	X	120,000.00					√	Central Admin.	NJSMA
147. Repair streetlights in the municipality	Municipal Wide	X	X	X	X			80,000.00			√	Central Admin.	NJSMA
Sub-Total						**GH₵200,000.00**							
Objective: Enhance Citizen Engagement by Organizing 15 Public Consultations at the Assembly and Community Levels													
Programme: Civic Engagement and Participatory Governance Programme													
Projects	**Location**	**Time Frame (2026)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
148. Conduct 2 No. Town Hall meetings and Community durbars	Municipality		X		X			50,000.00			√	Central Admin.	NJSMA
149. Prepare 2027 Annual Action Plan, Composite Budget.	NJSMA		X	X	X		50,000.00				√	MPCU	NJSMA
150. Support community-initiated projects	Municipal Wide	X	X	X	X	80,000.00					√	Works Dept.	NJSMA
Sub-Total						**GH₵180,000.00**							
Objective: Enhance Citizen Engagement by Organizing 15 Public Consultations at the Assembly and Community													
Programme: Capacity Development Programme													
151. **Projects**	**Location**	**Time Frame (2026)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**

152. Maintain office furniture & Fixtures	NJSMA	X	X	X	X	100,000.00					√	Works Dept.	NJSMA
153. Procurement of office fittings, equipment and stationery	Municipal Wide	X	X	X	X		122,930.29			√		Central Admin.	NJSMA
154. Monitor and Evaluate projects/programs	Municipal Wide	X	X	X	X				50,000.00		√	Central Admin.	NJSMA
155. Support manpower development workshops and capacity building	NJSMA	X	X	X	X		50,000.00				√	Central Admin.	NJSMA
156. Provide logistical Support to decentralized departments	NJSMA	X	X	X	X		50,000.00				√	Central Admin.	NJSMA
Sub-Total						**GH₵372,930.29**							
Objective: Improve Zonal Council Infrastructure by 10%													
Programme: Governance Support Programme													
Projects	**Location**	**Time Frame (2026)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
157. Embark on 2-day monitoring visit to Zonal Councils in the municipality	Municipal Wide		X		X			2,500.00			√	HR Dept.	NJSMA
158. Renovate Zonal Council Office	Old Estate	X	X	X	X		80,000.00				√	Works Dept.	NJSMA
Sub-Total						**GH₵82,500.00**							
Objective: Increase Internal Revenue Generation by at Least 20% Annually													
Programme: Revenue Improvement Programme													
Projects	**Location**	**Time Frame (2026)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
159. Train revenue collectors and city guards on effective revenue mobilization	NJSMA	X						10,000.00			√	HR Dept.	NJSMA
160. Organize pay-your-levy campaigns in the municipality	Municipal Wide	X	X	X	X			7,000.00			√	Finance Dept./ISD	NJSMA

161. Gazette 2027 fee fixing	NJSMA	X	X	X	X			22,000.00		√		Central Admin.	NJSMA
Sub-Total						**GH₵35,000.00**							
Objective: Enhance Citizen Engagement by Organizing 15 Public Consultations at the Assembly and Community Levels													
Programme: National Unity and Traditional Support Programme													
Projects	**Location**	**Time Frame (2026)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
162. Support for Traditional Authority	NJSMA	X	X	X	X	20,000.00					√	Central Admin.	NJSMA
163. Organize mid-year review meeting for effective intersectoral collaborations	Assembly Hall			X				15,000.00		√		Central Admin.	NJSMA
164. Implement MP Constituency Labour projects	Municipal Wide	X	X	X	X		1,000,000.00				√	Works Dept.	NJSMA
165. Support National Celebrations and Events	NJSMA	X	X	X	X	60,000.00					√	Central Admin.	NJSMA
166. Acquire land banks and pay compensation of lands acquired	Municipal Wide	X	X	X	X	50,000.00		50,000.00		√		Central Admin.	Physical Planning
Sub-Total						**GH₵1,195,000.00**							
Objective: Enhance Citizen Engagement by Organizing 15 Public Consultations at the Assembly and Community Levels													
Programme: Youth Civic Responsibility and Volunteerism Programme													
Projects	**Location**	**Time Frame (2026)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
167. Organize stakeholder engagement with the youth on their roles and responsibilities in Local Governance	Koforidua	X	X	X	X				40,000.00	√		Central Admin	NJSMA
Sub-Total						**GH₵40,000.00**							
Grand Total						**GH₵97,558,043.88**							

Table 6.1: 2027 ANNUAL ACTION PLAN

Projects	Location	Time Frame (2027)				Cost (GH¢)				Project Status		Implementing Institutions/ Departments	
Objective: Improve Infrastructure in Five (6) Markets Within the Municipality													
Programme: Market Infrastructure Improvement Programme													
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
1. Maintain markets	Juaben Serwaa, Central, Zongo and Beads markets Farmers market	X	X	X	X	50,000.00		50,000.00			√	Works Dept.	NJSMA
2. Construct 80 No. lockable stores at Ho Station (Former TC Pharmacy)	Ho Station	X	X	X	X		15,000,000.00			√		Works Dept.	NJSMA
3. Complete 24 Hour economy market at Agartha Market	Nsukwao Railways	X	X	X	X		5,000,000.00				√	Works Dept.	NJSMA
4. Rehabilitate and Fence beads market	Galloway		X	X			693,759.38			√		Works Dept.	NJSMA
Sub- Total						**GH₵20,793,759.38**							
Objective: Develop And Enhance Tourism Infrastructure, Services and Attractions to Increase Tourist Arrivals by at Least 5% Annually													
Programme: Tourism Development and Promotion Programme													
Projects	**Location**	**Time Frame (2027)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
5. Support for festivals, homecomings and Kof-Fair	Municipal Wide	X	X	X	X	45,000.00		40,000.00		√		Central Admin.	NJSMA
Sub-Total						**GH₵85,000.00**							
Objective: Reduce the Unemployment Rate by 5%													
Programme: Youth Employment and Entrepreneurship Support Programme													
Projects	**Location**	**Time Frame (2027)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
6. Organize stakeholder forum with SMEs	Koforidua		X		X	35,000.00					√	GEA (NBSSI)	NJSMA

7. Sensitise 5 women groups on income generating activities	New Juaben South		X					5,000.00		√		Co-operatives	Social Development, BAC
8. Monitor start-up kits beneficiaries	Municipal Wide	X				9,000.00				√		GEA (NBSSI)	NJSMA
9. Provide mentorship training for MSMEs	Municipal Wide				X	7,000.00				√		GEA (NBSSI)	NJSMA
10. Organize entrepreneurship training and company registration for 5 women	Municipal Wide				X	8,900.00				√		GEA (NBSSI)	NJSMA
Sub-Total						**GH₵64,900.00**							

Objective: Increase Agricultural Productivity By 10% Annually Through the Adoption of Modern Farming Techniques, Improved Access To Inputs, and Strengthened Market Linkages

Programme: Agriculture Transformation and Food Security Programme

Projects	Location	Time Frame (2027)				Cost (GH¢)				Project Status		Implementing Institutions/ Departments	
		Q 1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Colla.
11. Organize crop demonstration exercise	Municipal Wide	X	X					7,500.00			√	Agric. Dept.	NJSMA
12. Promote the cultivation of non-traditional crops (eg. Orange fleshed sweet potatoes, Taro etc.)	Municipal Wide	X	X			10,000.00				√		Agric. Dept.	NJSMA
13. Organize livestock demonstration exercise	Municipal Wide	X	X					8,000.00			√	Agric. Dept.	NJSMA
14. Promote non-traditional livestock production e.g. Snails, grasscutter, rabbit etc.	Municipal Wide	X	X			10,000.00				√		Agric. Dept.	NJSMA
15. Promote nutrition sensitive agriculture	Municipal Wide	X	X			15,000.00				√		Agric. Dept.	NJSMA
16. Carry out farm and home visits	Municipal Wide	X	X	X	X	45,000.00					√	Agric. Dept.	NJSMA
17. Support monitoring and supervision	Municipal Wide	X	X	X	X			10,000.00			√	Agric. Dept.	NJSMA
18. Control pests and diseases	Municipal Wide	X	X	X	X	30,000.00				√		Agric. Dept.	NJSMA
19. Monitor agro-chemical shops	Municipal Wide	X	X	X	X			5,000.00		√		Agric. Dept.	NJSMA

20. Educate farmers on safe use of agrochemicals	Municipal Wide	X	X	X	X			8,000.00			√	Agric. Dept.	NJSMA
21. Promote climate smart agriculture	Municipal Wide	X	X	X	X	25,000.00				√		Agric. Dept.	NJSMA
22. Support the marginalized in agriculture	Municipal Wide	X	X			30,000.00				√		Agric. Dept.	NJSMA
23. Intensify organic agriculture	Municipal Wide	X	X	X	X	40,000.00					√	Agric. Dept.	NJSMA
24. Manage post-harvest losses	Municipal Wide	X	X			30,000.00					√	Agric. Dept.	NJSMA
25. Promote small scale irrigation	Municipal Wide	X	X			120,000.00				√		Agric. Dept.	NJSMA
26. Determine production levels through MRACLS (Crops) and livestock census annually	Municipal Wide	X	X	X	X	13,000.00					√	Agric. Dept.	NJSMA
27. Organize one district RELC planning session	Municipal Wide		X						6,000.00	√		Agric Dept.	Central Admin.
28. Organize Farmer's Day Celebration	Municipal Wide				X	40,000.00					√	Agric. Dept.	NJSMA
29. Carry out preventive healthcare in livestock and poultry (anti rabies, PPR and Newcastle)	Municipal Wide	X	X	X	X	15,000.00				√		Agric Dept.	Central Admin.
30. Complement and enhance extension delivery through field days and public fora	Municipal Wide	X	X	X	X	15,000.00				√		Agric. Dept.	Central Admin.
31. Raise nursery and distribute seedlings	Municipal Wide	X	X	X	X	20,000.00				√		Agric. Dept.	Central Admin.
Sub-Total						**GH₵567,400.00**							
Objective: Expand and Operationalize 2 Health Facilities													
Programme: Health Infrastructure and Service													
Projects	**Location**	**Time Frame (2027)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
32. Construct and equip 1No. CHPS compound	Akwasu Asebi	X	X	X	X		2,500,000.00			√		Dept. of Health	NJSMA
33. Maintain CHPs compounds and Health Centres	Municipal Wide	X	X	X	X	40,000.00				√		Works Dept.	Dept. of Health/ NJSMA

Projects	Location	Time Frame (2027)				Cost (GH¢)				Project Status		Implementing Institutions/ Departments	
34. Embark on Malaria Control, TB and Sexual reproductive health program	Municipal Wide	X	X	X	X	50,000.00					√	Dept. of Health	NJSMA
Sub-Total						**GH₵2,590,000.00**							
Objective: Reduce the Prevalence of HIV and AIDS by 50% Through Prevention, Education and Support Services.													
Programme: HIV/AIDS Prevention and Support Programme													
Projects	**Location**	**Time Frame (2027)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
35. Support for HIV/AIDS activities in the Municipality	Municipal Wide	X	X	X	X		251,790.46				√	DSWCD	MAC/
Sub-Total						**GH₵251,790.46**							
Objective: Ensure 90% Annual Support Coverage for LEAP Beneficiaries, PWDs and Vulnerable Children in the Municipality													
Programme: Social Protection and Child Welfare Programme													
Projects	**Location**	**Time Frame (2027)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
36. Empower PWDs through the 3%DACF	Municipal Wide	X	X	X	X	300,000.00					√	DSWCD	NJSMA
37. Sensitise PWDs on the use of the 3% DACF	Municipal Wide	X	X	X	X			3,000.00			√	DSWCD	NJSMA
38. Monitor LEAP activities and sensitise communities on LEAP	Municipal Wide	X	X	X	X			5,113.00			√	DSWCD	NJSMA
39. Payment of cash transfer to beneficiaries in all the LEAP communities	Municipal Wide	X	X	X	X	68,170.00					√	DSWCD	NJSMA
40. Sensitise on child protection using the child protection tool kit, prevention of gender-based violence, suicide among teenagers, adolescents and drug abuse	Municipal Wide	X	X	X	X	6,000.00					√	DSWCD	NJSMA
41. Administer justice by handling child custody cases, paternity and non-maintenance cases	Municipal Wide	X	X	X	X			2,000.00			√	DSWCD	NJSMA

42. Inspect 15-day care centres	Municipal Wide	X	X	X	X			1,000.00			√	DSWCD	NJSMA
43. Sensitise 20 churches on child protection related issues	Municipal Wide	X	X	X	X			1,500.00		√		DSWCD	NJSMA
44. Sensitise 12 schools on child on-line safety	Municipal Wide	X	X	X	X			1,500.00			√	DSWCD	NJSMA
45. Follow up on 20 child protection related cases	Municipal Wide	X	X	X	X			3,200.00			√	DSWCD	NJSMA
46. Sensitise 10 communities on topical issues	Municipal Wide	X	X	X	X			1,200.00			√	DSWCD	NJSMA
47. Monitor activities of 2 income generation groups in the municipality	Municipal Wide	X	X					1,500.00			√	DSWCD	NJSMA
Sub-Total						**GH₵394,183.00**							

Objective: Increase Enrolment Rate by 5% Annually

Programme: Basic Education Improvement Programme

Projects	Location	Time Frame (2027)				Cost (GH¢)				Project Status		Implementing Institutions/ Departments	
		Q 1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Colla.
48. Monitor/ supervise schools	Municipal Wide	X	X	X	X	10,000.00					√	Dept. of Education	NJSMA
49. Support STME clinics	Municipal Wide	X	X	X	X	5,000.00					√	Dept. of Education	NJSMA
50. Conduct 2No. Preparatory Mock exams for BECE candidates	Municipal Wide	X		X				30,000.00			√	Dept. of Education	NJSMA
51. Support Independence Day celebration	Jackson Park	X						60,000.00			√	Dept. of Education	Central. Admin
52. Support My First Day at School	Selected schools			X				30,000.00			√	Dept. of Education	Central. Admin
53. Support Guidance and Counseling services to BECE candidates 54.	Municipal Wide	X	X	X	X			10,000.00			√	Dept. of Education	NJSMA

55. Award Bursary to 30 brilliant but Needy Students	Municipal Wide	X	X	X	X	40,000.00					√	Dept. of Education	NJSMA
Sub- Total						**GhȻ185,000.00**							
Objective: Develop And Maintain 4 Public Spaces (Parks, Durbar Grounds, Recreational Spaces and Centres)													
Programme: Community Park and Recreational Development Programme													
Projects	**Location**	**Time Frame (2027)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
56. Construct a durbar ground at Yaw Kyeremah	Yaw Kyeremah	X	X	X	X		300,000.00			√		Works Department	NJSMA
Sub-Total						**GHȻ300,000.00**							
Objective: Increase Enrolment Rate by 5% Annually													
Programme: Education Infrastructure Improvement Programme													
Projects	**Location**	**Time Frame (2027)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
57. Construct 2-Unit KG block for Zion A school	Srodae	X	X	X	X		877,503.75			√		Dept. of Education	NJSMA
58. Construct 1No. 12-Unnit classroom block for Trinity Presby Model School	Adweso	X	X	X	X		3,000,000.00			√		Dept. of Education	NJSMA
59. Provide furniture to schools in the municipality	Municipal Wide	X	X	X	X		2,277,503.75				√	Dept. of Education	NJSMA
60. Maintain dilapidated school buildings	Municipal Wide	X	X	X	X	100,000.00					√	Dept. of Education.	NJSMA/ Dept. of Education
Sub- Total						**GhȻ6,255,007.50**							
Objective: Increase Access to Improved Sanitation Facilities by 5% Annually													
Programme: Sanitation Access Improvement Programme													
Projects	**Location**	**Time Frame (2027)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**

61. Promote the construction of Household toilets	Municipal Wide	X	X	X	X	500,000.00				√		Central Admin.	Environ mental Health Dept.
62. Support the implementation of CLT sanitation	Municipal Wide	X	X	X	X		197,109.17			√		Central Admin.	Environ mental Health Dept.
63. Maintain public toilets in the municipality	Municipal Wide	X	X	X	X	100,000.00					√	Works Dept.	Environ mental Health Dept.
64. Construct 2No. institutional toilets and urinal	Municipal Wide	X	X	X	X			600,000.00		√		Central Admin.	Environ mental Health Dept.
65. Procure 5 No. refuse containers	NJSMA	X	X	X	X		120,000.00			√		Central Admin.	Environ mental Health Dept.
Sub- Total						**Gh₵1,517,109.17**							
Objective: Enhance Access to Waste Management Services by 20% Annually to Support a Clean and Healthy Municipality													
Programme: Waste Management Programme													
Projects	**Location**	**Time Frame (2027)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
Establish youth-led recycling hubs to promote sustainable waste management and youth employment.	Municipal Wide	X	X	X	X		200,000.00			√		Central Admin.	Environ mental Health Dept.
66. Procure chemicals and consumables	NJSMA	X	X	X	X			4,000.00			√	Central Admin.	Environ mental Health Dept.
67. Monitor and supervise environmental service providers	Municipal Wide	X	X	X	X		60,000.00				√	Central Admin.	Environ mental Health Dept.
68. Purchase cleaning materials	NJSMA	X	X	X	X			4,000.00			√	Central Admin.	Environ mental

													Health Dept.
69. Monitor and Supervise environmental Service Providers	Municipal Wide	X	X	X	X		20,000.00			√		Central Admin.	Environ mental Health Dept.
70. Carry out District wide Fumigation exercise day	Municipal Wide	X	X	X	X		418,600.00			√		Central Admin.	Environ mental Health Dept.
71. Organize National Sanitation Day	NJSMA	X	X	X	X		653,800.00			√		Central Admin.	Environ mental Health Dept.
72. Maintain sanitary sites in the municipality	NJSMA	X	X	X	X			8,000.00			√	Central Admin.	Environ mental Health Dept.
73. Evacuate refuse dumps and maintain final dumping site	Municipal Wide	X	X	X	X		200,000.00				√	Central Admin.	Environ mental Health Dept.
74. Implement Sanitation Improvement Package (SIP)	NJSMA	X	X	X	X		915,687.50			√		Central Admin.	Environ mental Health Dept.
75. Conduct sensitisation on WASH activities	NJSMA	X	X	X	X		105,000.00			√		Central Admin.	Environ mental Health Dept.
76. Implement WASH plan	NJSMA	X	X	X	X	160,000.00				√		Central Admin.	Environ mental Health Dept.
77. Support implementation of Community Led Total Sanitation	NJSMA	X	X	X	X		90,653.75			√		Central Admin.	Environ mental Health Dept.
78. Maintain Cemeteries	Old Estates and Ada	X	X	X	X			6,000.00			√	Central Admin.	Environ mental Health Dept.

79. Hold sensitisation programs on environmental issues	Municipal Wide		X		X			6,000.00			√	Central Admin.	Environ mental Health Dept.
80. Procure refuse evacuation and collection equipment	NJSMA	X				250,000.00					√	Environ mental Health Dept.	NJSMA
81. Enforce environmental sanitation bye-laws	Municipal Wide	X	X	X	X			15,000.00		√		Environ mental Health Dept.	NJSMA
82. Intensify school health education programs	Municipal Wide	X	X	X	X	10,000.00				√		Environ mental Health Dept.	NJSMA
83. Embark on Akwasidae clean-up exercise	Municipal Wide	X	X	X	X	20,000.00					√	Environ mental Health Dept.	NJSMA
84. Organise annual medical screening for food vendors in the municipality	Municipal Wide	X	X	X	X	20,000.00					√	Environ mental Health Dept.	NJSMA
Sub-Total						**GhC2,882,940.95**							
Objective: Improve Access to Potable Water for Domestic and Institutional Use By 20%													
Programme: Water Access and Sustainability Programme													
Projects	**Location**	**Time Frame (2027)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
85. Construct 20No. boreholes in the municipality	Municipal Wide	X	X	X	X		1,500,000.00				√	Works Dept.	NJSMA
86. Repair and maintain Boreholes in the Municipality	Municipal Wide	X	X	X	X		747,503.75				√	Works Dept.	NJSMA
Sub-Total						**GhC3,507,503.75**							
Objective: Promote Sustainable Land Use and Urban Development by Ensuring At Least 60% Compliance with Approved Planning Schemes													
Programme: Land Use and Spatial Planning Programme													
Projects	**Location**	**Time Frame (2027)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/**	

												Departments	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Colla.
87. Implement Street Naming and Property Addressing							60,000.00				√	Physical Planning Dept.	NJSMA
88. Conduct weekly site inspection for processing development application for permitting	Municipal Wide	X	X	X	X			10,000.00			√	Physical Planning Dept.	NJSMA
89. Organise four (4) land use sensitisation programs	Municipal Wide	X	X	X	X			4,000.00			√	Physical Planning Dept.	NJSMA
90. Facilitate the documentation of Assembly's lands	Municipal Wide	X	X	X	X			50,000.00		√		Physical Planning Dept.	NJSMA
91. Organize quarterly Spatial Planning Committee meetings to approve development planning.	NJSMA	X	X	X	X			22,500.00			√	Physical Planning Dept.	NJSMA
92. Organize quarterly Technical Sub-committee meetings	NJSMA	X	X	X	X			13,000.00			√	Physical Planning Dept.	NJSMA
Sub-Total						**Gh₵159,500.00**							
Objective: Reduce Road Accidents by 20% In the Municipality													
Programme: Urban Road and Transport Improvement Programme													
Projects	**Location**	**Time Frame (2027)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
93. Rehabilitate/Upgrade/reshape Roads	Municipal Wide	X	X	X	X	3,000,000.00					√	Dept. of Urban Roads	NJSMA
94. Fix and replace metal gratings	Municipal Wide	X	X	X	X	200,000.00					√	Dept. of Urban Roads	NJSMA
95. Institute decongestion measures	Municipal Wide	X	X	X	X		80,000.00				√	Transport Dept.	Dept. of Urban Roads
96. Construct 10No. footbridges in the municipality	Municipal Wide	X	X	X	X		1,200,000.00				√	Works Dept.	NJSMA

Projects	Location	Time Frame (2027)				Cost (GH¢)				Project Status		Implementing Institutions/ Departments	
Sub-Total						**Gh₵4,880,000.00**							
Objective: Reduce The Incidence of Flooding Occurrence by 20%													
Programme: Drainage and Flood Resilience Programme													
Projects	**Location**	**Time Frame (2027)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
97. Organize public education on disaster prevention	Municipal Wide		X		X			2,850.00			√	NADMO	NJSMA, GNFS
98. Train 10 DVGs in the municipality	Municipal Wide		X		X			7,000.00			√	NADMO	NJSMA
99. Undertake field trips to flood-prone areas for assessment and further action	Municipal Wide	X	X	X	X			6,000.00			√	NADMO	NJSMA
100. Organise clean-up exercises in (6) zones in the municipality	Municipal Wide	X	X	X				7,500.00			√	NADMO	GNFS, Zoomlion, NJSMA
101. Construct drains in the municipality	Municipal Wide	X	X	X	X		2,000,000.00				√	Works Dept.	NJSMA
102. Repair and desilt drains in the municipality	Municipal Wide	X	X	X	X	100,000.00					√	Works Dept.	NJSMA
103. Maintain Nsukwao Drainage	Municipal Wide	X	X	X	X	120,000.00				√		Works Dept.	NJSMA
Sub-Total						**Gh₵2,243,350.00**							
Objective: To Maintain and Rehabilitate Infrastructure and Assets													
Programme: Maintenance And Assets Management Programme													
Projects	**Location**	**Time Frame (2027)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
104. Maintain office buildings	NJSMA	X	X	X	X	100,000.00					√	Works Dept.	NJSMA
105. Maintain residential buildings	NJSMA	X	X	X	X	70,000.00					√	Works Dept.	NJSMA
Sub-Total						**GH₵170,000.00**							
Objectives: Conserve Natural Vegetation, Protect Biodiversity and Enhance Ecological Resilience by 15%													
Programme: Green Cities and Climate Adaptation Programme													
Projects	**Location**	**Time Frame (2027)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/**	

												Departments	
		Q 1	Q2	Q3	Q4	GoG	DACF	IGF	OTHERS	NEW	OGOING	LEAD	COLLA.
106. Plant trees in the municipality	Municipal Wide		X		X			10,000.00			√	NADMO, Forestry	NJSMA
107. Support Parks and Gardens to undertake landscaping activities in the municipality	Municipal Wide	X	X	X	X			20,000.00			√	Parks and Gardens	Central Admin.
Sub-Total						**GH₵30,000.00**							
Objective: Reduce Crime in the Municipality Annually by 10%.													
Programme: Security and Crime Prevention Programme													
PROJECTS	**LOCATION**	**TIME FRAME (2027)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
108. Support security operations in the municipality	Municipal Wide	X	X	X	X		30,000.00				√	Central Admin.	NJSMA
Sub-Total						**GH₵30,000.00**							
Objective: Reduce Crime in the Municipality Annually by 10%													
Programme: Street Lighting and Public Safety Programme													
PROJECTS	**LOCATION**	**TIME FRAME (2027)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
109. Provide street lights	Municipal Wide	X	X	X	X	150,000.00					√	Central Admin.	NJSMA
110. Repair streetlights in the municipality	Municipal Wide	X	X	X	X			80,000.00			√	Central Admin.	NJSMA
111. Construct 1No. Police Post	Trom	X	X	X	X		1,000,000.00			√		Works Department	Central Admin.
Sub-Total						**GH₵230,000.00**							
Objective: Enhance Citizen Engagement by Organizing 15 Public Consultations at the Assembly and Community Levels													
Programme: Civic Engagement and Participatory Governance Programme													
Projects	**Location**	**Time Frame (2027)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	

		Q 1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Colla.
112. Conduct 2 No. Town Hall meetings and Community durbars	Municipality		X		X			60,000.00			√	Central Admin.	NJSMA
113. Prepare 2028 Annual Action Plan, Composite Budget.	NJSMA		X	X	X		50,000.00				√	MPCU	NJSMA
114. Support community-initiated projects	Municipal Wide	X	X	X	X	90,000.00					√	Works Dept.	NJSMA
Sub-Total						**GH₵200,000.00**							
Objective: Enhance Citizen Engagement by Organizing 15 Public Consultations at the Assembly and Community Levels													
Programme: Capacity Development Programme													
Projects	**Location**	**Time Frame (2027)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
115. Maintain office furniture & Fixtures	NJSMA	X	X	X	X		100,000.00				√	Works Dept.	NJSMA
116. Procurement of office fittings, equipment and stationery	Municipal Wide	X	X	X	X		122,930.29			√		Central Admin.	NJSMA
117. Monitor and evaluate projects/programs	Municipal Wide	X	X	X	X				60,000.00		√	Central Admin.	NJSMA
118. Support manpower development workshops and capacity building	NJSMA	X	X	X	X		50,000.00				√	Central Admin.	NJSMA
119. Provide logistical Support to decentralized departments	NJSMA	X	X	X	X		60,000.00				√	Central Admin.	NJSMA
Sub-Total						**GH₵392,930.29**							
Objective: Improve Zonal Council Infrastructure by 10%													
Programme: Governance Support Programme													
Projects	**Location**	**Time Frame (2027)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
120. Construct Zonal Council Office	Betom	X	X	X	X		1,000,000.00			√		Works Dept.	NJSMA
121. Support the operationalization and functionality of Sub-structures	NJSMA	X	X	X	X		30,000.00				√	Central Admin.	NJSMA

122. Embark on 2-day monitoring visit to Zonal Councils in the municipality	Municipal Wide		X		X			2,500.00			√	HR Dept.	NJSMA
Sub-Total						**GHȻ1,032,500.00**							
Objective: Increase Internal Revenue Generation by At Least 20% Annually													
Programme: Revenue Improvement Programme													
Projects	**Location**	**Time Frame (2027)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
123. Train revenue collectors and city guards on effective revenue mobilization	NJSMA	X						10,000.00			√	HR Dept.	NJSMA
124. Organize pay-your-levy campaigns in the municipality	Municipal Wide	X	X	X	X			7,000.00			√	Finance Dept./ISD	NJSMA
125. Procure 1No. revenue bus	NJSMA	X	X	X	X			1,500,000.00		√		Central Admin.	NJSMA
126. Gazette 2028 fee fixing	NJSMA	X	X	X	X			25,000.00		√		Central Admin.	NJSMA
127. Conduct property valuation exercise in the municipality	Municipal Wide	X	X	X	X		80,000.00			√		Lands Valuation	NJSMA
Sub-Total						**GHȻ1,622,000.00**							
Objective: Enhance Citizen Engagement by Organizing 15 Public Consultations at the Assembly and Community Levels													
Programme: National Unity and Traditional Support Programme													
Projects	**Location**	**Time Frame (2027)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
128. Support for Traditional Authority	NJSMA	X	X	X	X	25,000.00					√	Central Admin.	NJSMA
129. Support National Celebrations and Events	NJSMA	X	X	X	X	70,000.00					√	Central Admin.	NJSMA
130. Organize mid-year review meeting for effective intersectoral collaborations	Assembly Hall			X				15,000.00		√		Central Admin.	NJSMA

131. Implement MP Constituency Labour projects	Municipal Wide	X	X	X	X		1,000,000.00				√	Works Dept.	NJSMA
132. Acquire land banks and pay for compensation of lands acquired	Municipal Wide	X	X	X	X	50,000.00		50,000.00		√		Central Admin.	Physical Planning
Sub-Total						**GH₵1,210,000.00**							
Objective: Enhance Citizen Engagement by Organizing 15 Public Consultations at the Assembly and Community Levels													
Programme: Youth Civic Responsibility and Volunteerism Programme													
Projects	**Location**	**Time Frame (2027)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
133. Organize stakeholder engagement with the youth on their roles and responsibilities in Local Governance	Koforidua	X	X	X	X				40,000.00	√		Central Admin	NJSMA
Sub-Total						**GH₵40,000.00**							
Grand Total						**GH₵51,144,874.50**							

Table 6.2: 2028 Annual Action Plan

Objective: Improve Infrastructure in Five (6) Markets Within the Municipality													
Programme: Market Infrastructure Improvement Programme													
Projects	**Location**	**Time Frame (2028)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
1. Maintain markets	Municipal wide	X	X	X	X	100,000.00		100,000.00			√	Works Dept.	NJSMA
2. Construct 80 No. lockable stores at Peugeot station	Srodae	X	X	X	X		20,000,000.00			√		Works Dept.	NJSMA
Sub- Total						**GH₵10,200,000.00**							
Objective: Develop And Enhance Tourism Infrastructure, Services and Attractions to Increase Tourist Arrivals by at Least 5% Annually													
Programme: Tourism Development and Promotion Programme													
Projects	**Location**	**Time Frame (2028)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
3. Support for festivals, homecomings and Kof-Fair	Municipal Wide	X	X	X	X	50,000.00		50,000.00		√		Central Admin.	NJSMA
Sub-Total						**GH₵100,000.00**							
Objective: Reduce the Unemployment Rate by 5%													
Programme: Youth Employment and Entrepreneurship Support Programme													
Projects	**Location**	**Time Frame (2028)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
4. Organize stakeholder forum with SMEs	Koforidua		X		X	30,000.00					√	GEA (NBSSI)	NJSMA
5. Sensitise 5 women groups on income generating activities	New Juaben South		X			10,000.00		10,000.00		√		Co-operatives	Social Development, BAC
6. Monitor start-up kits beneficiaries	Municipal Wide	X				30,000.00				√		GEA (NBSSI)	NJSMA

7. Provide mentorship training for MSMEs	Municipal Wide				X	15,000.00				√		GEA (NBSSI)	NJSMA
8. Organize entrepreneurship training and company registration for 5 women	Municipal Wide				X	20,000.00				√		GEA (NBSSI)	NJSMA
Sub-Total						**GH₵115,000.00**							
Objective: Increase Agricultural Productivity by 10% Annually Through the Adoption of Modern Farming Techniques, Improved Access to Inputs and Strengthened Market Linkages.													
Programme: Agriculture Transformation and Food Security Programme													
Projects	**Location**	**Time Frame (2028)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
9. Organize crop demonstration exercise	Municipal Wide	X	X					10,000.00			√	Agric. Dept.	NJSMA
10. Organize livestock demonstration exercise	Municipal Wide	X	X					10,000.00			√	Agric. Dept.	NJSMA
11. Promote non-traditional livestock production e.g. Snails, grasscutter, rabbit etc.	Municipal Wide	X	X			15,000.00				√		Agric. Dept.	NJSMA
12. Promote nutrition sensitive agriculture	Municipal Wide	X	X			15,000.00				√		Agric. Dept.	NJSMA
13. Carry out farm and home visits	Municipal Wide	X	X	X	X	50,000.00					√	Agric. Dept.	NJSMA
14. Support monitoring and supervision	Municipal Wide	X	X	X	X			15,000.00			√	Agric. Dept.	NJSMA

15. Control pests and diseases	Municipal Wide	X	X	X	X	50,000.00				√		Agric. Dept.	NJSMA
16. Monitor agro-chemical shops	Municipal Wide	X	X	X	X			10,000.00		√		Agric. Dept.	NJSMA
17. Educate farmers on safe use of agrochemicals	Municipal Wide	X	X	X	X			15,000.00			√	Agric. Dept.	NJSMA
18. Promote climate smart agriculture	Municipal Wide	X	X	X	X	30,000.00				√		Agric. Dept.	NJSMA
19. Support the marginalized in agriculture	Municipal Wide	X	X			40,000.00				√		Agric. Dept.	NJSMA
20. Intensify organic agriculture	Municipal Wide	X	X	X	X	50,000.00					√	Agric. Dept.	NJSMA
21. Manage post-harvest losses	Municipal Wide	X	X			40,000.00					√	Agric. Dept.	NJSMA
22. Determine production levels through MRACLS (Crops) and livestock census annually	Municipal Wide	X	X	X	X	20,000.00					√	Agric. Dept.	NJSMA
23. Organize Farmer's Day Celebration	Municipal Wide				X	60,000.00					√	Agric. Dept.	NJSMA
Sub-Total						**GH₵430,000.00**							
Objective: Expand and Operationalize 8 Health Facilities													
Programme: Health Infrastructure and Service													
PROJECTS	**Location**	**Time Frame (2028)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
24. Construct and equip 1No. CHPS compound	Tanoso	X	X	X	X		2,500,000.00			√		Dept. of Health	NJSMA
25. Maintain CHPs compounds and Health Centres	Municipal Wide	X	X	X	X	60,000.00				√		Works Dept.	Dept. of Health/ NJSMA
26. Embark on Malaria Control,	Municipal Wide	X	X	X	X	70,000.00					√	Dept. of Health	NJSMA

Projects	Location	Q 1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Colla.
TB and Sexual reproductive health program													
Sub-Total						**GH₵2,630,000,00**							
Objective: Reduce The Prevalence of HIV and AIDs by 50% Through Prevention, Education and Support Services.													
Programme: HIV/AIDS Prevention and Support Programme													
Projects	**Location**	**Time Frame (2028)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
27. Support for HIV/AIDS activities in the Municipality	Municipal Wide	X	X	X	X		114,189.59				√	DSWCD	MAC/
Sub-Total						**GH₵114,189.59**							
Objective: Ensure 90% Annual Support Coverage for LEAP Beneficiaries, PWDs and Vulnerable Children in the Municipality													
Programme: Social Protection and Child Welfare Programme													
Projects	**Location**	**Time Frame (2028)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
28. Empower PWDs through the 3%DACF	Municipal Wide	X	X	X	X	350,000.00					√	DSWCD	NJSMA
29. Sensitise PWDs on the use of the 3% DACF	Municipal Wide	X	X	X	X			5,000.00			√	DSWCD	NJSMA
30. Monitor LEAP activities and sensitise communities on LEAP	Municipal Wide	X	X	X	X			7,000.00			√	DSWCD	NJSMA
31. Payment of cash transfer to beneficiaries in all the LEAP communities	Municipal Wide	X	X	X	X	100,000.00					√	DSWCD	NJSMA
32. Sensitise on child protection using the child protection tool	Municipal Wide	X	X	X	X	8,000.00					√	DSWCD	NJSMA

kit, prevention of gender-based violence, suicide among teenagers, adolescents and drug abuse.													
33. Administer justice by handling child custody cases, paternity and non-maintenance cases	Municipal Wide	X	X	X	X			5,000.00			√	DSWCD	NJSMA
34. Inspect 15-day care centres	Municipal Wide	X	X	X	X			5,000.00			√	DSWCD	NJSMA
35. Sensitise 20 churches on child protection related issues	Municipal Wide	X	X	X	X			4,000.00		√		DSWCD	NJSMA
36. Sensitise 12 schools on child on-line safety	Municipal Wide	X	X	X	X			5,000.00			√	DSWCD	NJSMA
37. Follow up on 20 child protection related cases	Municipal Wide	X	X	X	X			5,000.00			√	DSWCD	NJSMA
38. Sensitise 10 communities on topical issues	Municipal Wide	X	X	X	X			3,000.00			√	DSWCD	NJSMA
39. Monitor activities of 2 income generation groups in the municipality	Municipal Wide	X	X					4,000.00			√	DSWCD	NJSMA
Sub-Total						**GH₵501,000.00**							
Objective: Increase Enrolment Rate by 5% Annually													
Programme: Basic Education Improvement Programme													
Projects	**Location**	**Time Frame (2028)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**

40. Monitor/ supervise schools	Municipal Wide	X	X	X	X	15,000.00					√	Dept. of Education	NJSMA
41. Support STME clinics	Municipal Wide	X	X	X	X	10,000.00					√	Dept. of Education	NJSMA
42. Conduct 2No. Preparatory Mock exams for BECE candidates	Municipal Wide	X		X				50,000.00			√	Dept. of Education	NJSMA
43. Support Independence Day celebration	Jackson Park	X						70,000.00			√	Dept. of Education	Central. Admin
44. Support My First Day at School	Selected schools			X				40,000.00			√	Dept. of Education	Central. Admin
45. Support Guidance and Counseling services to BECE candidates	Municipal Wide	X	X	X	X			20,000.00			√	Dept. of Education	NJSMA
46. Award Bursary to 30 brilliant but Needy Students	Municipal Wide	X	X	X	X	40,000.00					√	Dept. of Education	NJSMA
Sub- Total						**GH₵245,000.00**							
Objective: Increase Enrolment Rate by 5% Annually													
Programme: Education Infrastructure Improvement Programme													
Projects	**Location**	**Time Frame (2028)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
47. Construct a library for Zion B basic school	Apimpoa	X	X	X	X		1,500,000.00			√		Dept. of Education	NJSMA
48. Provide furniture to schools in the municipality	Municipal Wide	X	X	X	X		3,000,000.00				√	Dept. of Education	NJSMA
49. Maintain dilapidated school buildings	Municipal Wide	X	X	X	X		150,000.00				√	Dept. of Education.	NJSMA/ Dept. of Educatio n
Sub-Total						**GH₵4,650,000.00**							
Objective: Develop And Maintain 4 Public Spaces (Parks, Durbar Grounds, Recreational Spaces and Centres)													
Programme: Community Park and Recreational Development Programme													

Projects	Location	Time Frame (2028)				Cost (GH¢)				Project Status		Implementing Institutions/ Departments	
		Q 1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Colla.
50. Construct an astro turf at Zion B Basic School	Apimpoa	X	X	X	X	2,500,000.00				√		Works Department	NJSMA
Sub- Total						**GH₵2,500,000.00**							
Objective: Increase Access to Improved Sanitation Facilities by 5% Annually													
Programme: Sanitation Access Improvement Programme													
Projects	**Location**	**Time Frame (2028)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
51. Maintain public toilets in the municipality	Municipal Wide	X	X	X	X	100,000.00					√	Works Dept.	Environ mental Health Dept.
52. Procure 5 No. refuse containers	NJSMA	X	X	X	X		120,000.00			√		Central Admin.	Environ mental Health Dept.
Sub- Total						**GH₵220,000.00**							
Objective: Enhance Access to Waste Management Services by 20% Annually to Support a Clean and Healthy Municipality													
Programme: Waste Management Programme													
Projects	**Location**	**Time Frame (2028)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
53. Regular dislodging of all institution and public toilets	Municipal Wide	X	X	X	X		30,000.00			√		Central Admin.	Environ mental Health Dept.
54. Procure chemicals and consumables	NJSMA	X	X	X	X			8,000.00			√	Central Admin.	Environ mental Health Dept.
55. Purchase cleaning materials	NJSMA	X	X	X	X			8,000.00			√	Central Admin.	Environ mental Health Dept.

56. Monitor and Supervise environmental Service Providers	Municipal Wide	X	X	X	X		30,000.00			√		Central Admin.	Environ mental Health Dept.
57. Carry out District wide Fumigation exercise day	Municipal Wide	X	X	X	X		500,000.00			√		Central Admin.	Environ mental Health Dept.
58. Organize National Sanitation Day	NJSMA	X	X	X	X		350,000.00			√		Central Admin.	Environ mental Health Dept.
59. Maintain sanitary sites in the municipality	NJSMA	X	X	X	X			15,000.00			√	Central Admin.	Environ mental Health Dept.
60. Evacuate refuse dumps and maintain final dumping site	Municipal Wide	X	X	X	X		400,000.00				√	Central Admin.	Environ mental Health Dept.
61. Implement Sanitation Improvement Package (SIP)	NJSMA	X	X	X	X		523,250.00			√		Central Admin.	Environ mental Health Dept.
62. Conduct sensitisation on WASH activities	NJSMA	X	X	X	X		105,000.00			√		Central Admin.	Environ mental Health Dept.
63. Implement WASH plan	NJSMA	X	X	X	X	180,000.00				√		Central Admin.	Environ mental Health Dept.
64. Support implementation of Community Led Total Sanitation	NJSMA	X	X	X	X		100,000.00			√		Central Admin.	Environ mental Health Dept.
65. Maintain Cemeteries	Old Estates and Ada	X	X	X	X			15,000.00			√	Central Admin.	Environ mental Health Dept.

66. Hold sensitisation programs on environmental issues	Municipal Wide		X		X			9,000.00			√	Central Admin.	Environmental Health Dept.
67. Enforce environmental sanitation bye-laws	Municipal Wide	X	X	X	X			20,000.00		√		Environmental Health Dept.	NJSMA
68. Intensify school health education programs	Municipal Wide	X	X	X	X	15,000.00				√		Environmental Health Dept.	NJSMA
69. Embark on Akwasidae clean-up exercise	Municipal Wide	X	X	X	X	40,000.00					√	Environmental Health Dept.	NJSMA
70. Organize annual medical screening for food vendors in the municipality	Municipal Wide	X	X	X	X	40,000.00					√	Environmental Health Dept.	NJSMA
71. Construct pen for stray animals	Nsukwao	X	X	X	X			50,000.00		√		Environmental Health Dept.	Works Dept.
Sub-Total						**GH₵2,438,250.00**							
Objective: Improve Access to Potable Water for Domestic and Institutional Use by 20%													
Programme: Water Access and Sustainability Programme													
Projects	**Location**	**Time Frame (2028)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
72. Repair and maintain Boreholes in the Municipality	Municipal Wide	X	X	X	X		747,503.75				√	Works Dept.	NJSMA
73. Construct 15No. boreholes in the municipality	Municipal Wide	X	X	X	X		1,700,000.00				√	Works Dept.	NJSMA
Sub-Total						**GH₵2,447,503.75**							

Objective: Promote Sustainable Land Use and Urban Development by Ensuring at Least 60% Compliance with Approved Planning Schemes													
Programme: Land Use and Spatial Planning Programme													
Projects	**Location**	**Time Frame (2028)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
74. Implement Street Naming and Property Addressing							80,000.00				√	Physical Planning Dept.	NJSMA
75. Conduct weekly site inspection for processing development application for permitting	Municipal Wide	X	X	X	X			20,000.00			√	Physical Planning Dept.	NJSMA
76. Organize four (4) land use sensitisation programs	Municipal Wide	X	X	X	X			6,000.00			√	Physical Planning Dept.	NJSMA
77. Facilitate the documentation of Assembly's lands	Municipal Wide	X	X	X	X			50,000.00		√		Physical Planning Dept.	NJSMA
78. Organize quarterly Spatial Planning Committee meetings to approve development planning.	NJSMA	X	X	X	X			25,000.00			√	Physical Planning Dept.	NJSMA
79. Organize quarterly Technical Sub-committee meetings	NJSMA	X	X	X	X			15,000.00			√	Physical Planning Dept.	NJSMA
Sub-Total						**GH₵196,000.00**							
Objective: Reduce Road Accidents by 20% In the Municipality													
Programme: Urban Road and Transport Improvement Programme													
Projects	**Location**	**Time Frame (2028)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/**	

Projects	Location	Time Frame				Cost				Project Status		Departments	
		Q 1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Colla.
80. Rehabilitate/Upgrade/reshape Roads	Municipal Wide	X	X	X	X	4,000,000.00					√	Dept. of Urban Roads	NJSMA
81. Fix and replace metal gratings	Municipal Wide	X	X	X	X	200,000.00					√	Dept. of Urban Roads	NJSMA
82. Institute decongestion measures	Municipal Wide	X	X	X	X		100,000.00				√	Transport Dept.	Dept. of Urban Roads
83. Construct 5No. footbridges in the municipality	Municipal Wide	X	X	X	X		400,000.00				√	Works Dept.	NJSMA
Sub-Total						**GH₵4,700,000.00**							
Objective: Reduce the Incidence of Flooding Occurrence By 20%													
Programme: Drainage And Flood Resilience Programme													
Projects	**Location**	**Time Frame (2028)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
84. Organize public education on disaster prevention	Municipal Wide		X		X			5,000.00			√	NADMO	NJSMA, GNFS
85. Train 10 DVGs in the municipality	Municipal Wide		X		X			7,000.00			√	NADMO	NJSMA
86. Undertake field trips to flood prone areas for assessment and further action	Municipal Wide	X	X	X	X			8,000.00			√	NADMO	NJSMA
87. Reconstruct drains at Prince Boateng Round About	Srodae	X	X	X	X		5,000,000.00			√		NADMO	NJSMA
88. Organize clean-up exercises in (6) zones in the municipality	Municipal Wide	X	X	X				20,000.00			√	NADMO	GNFS, Zoomlion, NJSMA

Projects	Location	Time Frame (2028)				Cost (GH¢)				Project Status		Implementing Institutions/ Departments	
89. Repair and desilt drains in the municipality	Municipal Wide	X	X	X	X	200,000.00					√	Works Dept.	NJSMA
Sub-Total						**GH₵5,240,000.00**							
Objective: To Maintain and Rehabilitate Infrastructure and Assets													
Programme: Maintenance And Assets Management Programme													
Projects	**Location**	**Time Frame (2028)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
90. Maintain office buildings	NJSMA	X	X	X	X	100,000.00					√	Works Dept.	NJSMA
Sub-Total						**GH₵100,000.00**							
Objectives: Conserve Natural Vegetation, Protect Biodiversity and Enhance Ecological Resilience by 15%													
Programme: Green Cities and Climate Adaptation Programme													
Projects	**Location**	**Time Frame (2028)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
91. Plant trees in the municipality	Municipal Wide		X		X			20,000.00			√	NADMO, Forestry Commission	NJSMA
Sub-Total						**GH₵20,000.00**							
Objective: Reduce Crime in the Municipality Annually by 10%.													
Programme: Security And Crime Prevention Programme													
Projects	**Location**	**Time Frame (2028)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
92. Support security operations in the municipality	Municipal Wide	X	X	X	X		50,000.00	30,000.00			√	Central Admin.	NJSMA
Sub-Total						**GH₵80,000.00**							
Objective: Reduce Crime in the Municipality Annually by 10%.													
Programme: Street Lighting and Public Safety Programme													
Projects	**Location**	**Time Frame (2028)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	

		Q 1	Q2	Q3	Q4	GoG	DACF	IGF	OTHERS	NEW	ONGOING	LEAD	COLLA.
93. Provide street lights	Municipal Wide	X	X	X	X	150,000.00					√	Central Admin.	NJSMA
94. Repair streetlights in the municipality	Municipal Wide	X	X	X	X			80,000.00			√	Central Admin.	NJSMA
Sub-Total						**GH₵230,000.00**							
Objective: Enhance Citizen Engagement by Organizing 15 Public Consultations at the Assembly and Community Levels													
Programme: Civic Engagement and Participatory Governance Programme													
Projects	**Location**	**Time Frame (2028)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
95. Conduct 2 No. Town Hall meetings and Community durbars	Municipality		X		X			80,000.00			√	Central Admin.	NJSMA
96. Prepare 2029 Annual Action Plan, Composite Budget.	NJSMA		X	X	X		60,000.00				√	MPCU	NJSMA
97. Support community-initiated projects	Municipal Wide	X	X	X	X	100,000.00					√	Works Dept.	NJSMA
Sub-Total						**GH₵240,000.00**							
Objective: Enhance Citizen Engagement by Organizing 15 Public Consultations at the Assembly and Community Levels													
Programme: Capacity Development Programme													
Projects	**Location**	**Time Frame (2028)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
98. Maintain office furniture & Fixtures	NJSMA	X	X	X	X	100,000.00					√	Works Dept.	NJSMA
99. Procurement of office fittings, equipment and stationery	Municipal Wide	X	X	X	X		150,000.00	50,000.00		√		Central Admin.	NJSMA

100. Monitor and Evaluate projects/programs	Municipal Wide	X	X	X	X				70,000.00		√	Central Admin.	NJSMA
101. Support manpower development workshops and capacity building	NJSMA	X	X	X	X		50,000.00				√	Central Admin.	NJSMA
102. Provide logistical Support to decentralized departments	NJSMA	X	X	X	X		80,000.00				√	Central Admin.	NJSMA
Sub-Total						**GH₵500,000.00**							
Objective: Improve Zonal Council Infrastructure by 10%													
Programme: Governance Support Programme													
Projects	**Location**	**Time Frame (2028)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
103. Support the operationalization and functionality of Sub- structures	NJSMA	X	X	X	X		50,000.00				√	Central Admin.	NJSMA
104. Embark on 2-day monitoring visit to Zonal Councils in the municipality	Municipal Wide		X		X			5,000.00			√	HR Dept.	NJSMA
Sub-Total						**GH₵55,000.00**							
Objective: Increase Internal Revenue Generation by at Least 20% Annually													
Programme: Revenue Improvement Programme													
Projects	**Location**	**Time Frame (2028)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
105. Train revenue collectors and city guards on effective revenue mobilization	NJSMA	X						20,000.00			√	HR Dept.	NJSMA

106. Organize pay-your-levy campaigns in the municipality	Municipal Wide	X	X	X	X			15,000.00			√	Finance Dept./ISD	NJSMA
107. Gazette 2029 fee fixing	NJSMA	X	X	X	X			30,000.00		√		Central Admin.	NJSMA
Sub-Total						**GH₵65,000.00**							
Objective: Enhance Citizen Engagement by Organizing 15 Public Consultations at the Assembly and Community Levels													
Programme: National Unity and Traditional Support Programme													
Projects	**Location**	**Time Frame (2028)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
108. Support for Traditional Authority	NJSMA	X	X	X	X		40,000.00	20,000.00			√	Central Admin.	NJSMA
109. Support National Celebrations and Events	NJSMA	X	X	X	X	80,000.00					√	Central Admin.	NJSMA
110. Organize mid-year review meeting for effective intersectoral collaborations	Assembly Hall			X				30,000.00		√		Central Admin.	NJSMA
111. Implement MP Constituency Labour projects	Municipal Wide	X	X	X	X		1,000,000.00				√	Works Dept.	NJSMA
112. Acquire land banks and pay for compensation of lands acquired	Municipal Wide	X	X	X	X	50,000.00		50,000.00		√		Central Admin.	Physical Planning
Sub-Total						**GH₵1,270,000.00**							
Objective: Enhance Citizen Engagement by Organizing 15 Public Consultations at the Assembly and Community Levels													
Programme: Youth Civic Responsibility and Volunteerism Programme													
Projects	**Location**	**Time Frame (2028)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	

		Q 1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Colla.
113. Organize stakeholder engagement with the youth on their roles and responsibilities in Local Governance	Koforidua	X	X	X	X				45,000.00	√		Central Admin	NJSMA
Sub-Total						**GH₵45,000.00**							
Grand Total						**GH₵48,931,943.30**							

Table 6.3: 2029 Annual Action Plan

Objective: Improve Infrastructure in Five (6) Markets Within the Municipality													
Programme: Market Infrastructure Improvement Programme													
Projects	**Location**	**Time Frame (2029)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
1. Maintain markets in the municipality	Municipal wide	X	X	X	X		100,000.00	100,000.00			√	Works Dept.	NJSMA
2. Construct 40 No. lockable stores at Kumasi Station	Srodae	X	X	X	X		12,000,000.00			√		Works Dept.	NJSMA
3. Construct open market sheds at Agavenya	Agavenya	X	X	X	X			500,000.00		√		Works Dept.	NJSMA
4. Construct warehouse at former Children's Park	Central Hospital	X	X	X	X		2,000,000.00			√		Works Dept.	NJSMA
Sub- Total						**GH₵12,700,000.00**							
Objective: Develop and Enhance Tourism Infrastructure, Services and Attractions to Increase Tourist Arrivals by at Least 5% Annually													
Programme: Tourism Development and Promotion Programme													
Projects	**Location**	**Time Frame (2029)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
5. Support for festivals, homecomings and Kof-Fair	Municipal Wide	X	X	X	X	45,000.00		45,000.00		√		Central Admin.	NJSMA
Sub-Total						**GH₵90,000.00**							
Objective: Reduce the Unemployment Rate by 5% by 2029													
Programme: Youth Employment and Entrepreneurship Support Programme													
Projects	**Location**	**Time Frame (2029)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
6. Organize stakeholder forum with SMEs	Koforidua		X		X	40,000.00					√	GEA (NBSSI)	NJSMA
7. Sensitise 5 women groups on income generating activities	New Juaben South		X					12,000.00		√		Co-operatives	Social Development, BAC
8. Monitor start-up kits beneficiaries	Municipal Wide	X				15,000.00				√		GEA (NBSSI)	NJSMA

9. Provide mentorship training for MSMEs	Municipal Wide				X	15,000.00				√		GEA (NBSSI)	NJSMA
10. Organize entrepreneurship training and company registration for 5 women	Municipal Wide				X	30,000.00				√		GEA (NBSSI)	NJSMA
Sub-Total						**GH₵112,000.00**							
Objective: Increase Agricultural Productivity By 10% Annually Through the Adoption of Modern Farming Techniques, Improved Access to Inputs and Strengthened Market Linkages													
Programme: Agriculture Transformation and Food Security Programme													
Projects	**Location**	**Time Frame (2029)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
11. Organize crop demonstration exercise	Municipal Wide	X	X					20,000.00			√	Agric. Dept.	NJSMA
12. Organize livestock demonstration exercise	Municipal Wide	X	X					20,000.00			√	Agric. Dept.	NJSMA
13. Carry out farm and home visits	Municipal Wide	X	X	X	X	45,000.00					√	Agric. Dept.	NJSMA
14. Support monitoring and supervision	Municipal Wide	X	X	X	X			15,000.00			√	Agric. Dept.	NJSMA
15. Control pests and diseases	Municipal Wide	X	X	X	X	80,000.00				√		Agric. Dept.	NJSMA
16. Monitor agro-chemical shops	Municipal Wide	X	X	X	X			10,000.00		√		Agric. Dept.	NJSMA
17. Educate farmers on safe use of agrochemicals	Municipal Wide	X	X	X	X			20,000.00			√	Agric. Dept.	NJSMA
18. Promote climate smart agriculture	Municipal Wide	X	X	X	X	35,000.00				√		Agric. Dept.	NJSMA
19. Support the marginalized in agriculture	Municipal Wide	X	X			45,000.00				√		Agric. Dept.	NJSMA
20. Intensify organic agriculture	Municipal Wide	X	X	X	X	50,000.00					√	Agric. Dept.	NJSMA
21. Manage post-harvest losses	Municipal Wide	X	X			80,000.00					√	Agric. Dept.	NJSMA
22. Determine production levels through	Municipal Wide	X	X	X	X	40,000.00					√	Agric. Dept.	NJSMA

Projects	Location	Time Frame (2029)				Cost (GH¢)				Project Status		Implementing Institutions/ Departments	
MRACLS (Crops) and livestock census annually													
23. Organize Farmer's Day Celebration	Municipal Wide				X	150,000.00					√	Agric. Dept.	NJSMA
Sub-Total						**GH₵610,000.00**							
Objective: Expand And Operationalize 2 Health Facilities													
Programme: Health Infrastructure and Service													
Projects	**Location**	**Time Frame (2029)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
24. Construct and equip 1No. CHPS compound	Abotanso	X	X	X	X		3,000,000.00			√		Dept. of Health	NJSMA
25. Maintain CHPs compounds and Health Centres	Municipal Wide	X	X	X	X	80,000.00				√		Works Dept.	Dept. of Health/ NJSMA
26. Embark on Malaria Control, TB and Sexual reproductive health program	Municipal Wide	X	X	X	X	70,000.00					√	Dept. of Health	NJSMA
Sub-Total						**GH₵3,150,000.00**							
Objective: Reduce The Prevalence of HIV and AIDS by 50% Through Prevention, Education and Support Services.													
Programme: HIV/AIDS Prevention and Support Programme													
Projects	**Location**	**Time Frame (2029)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
27. Support for HIV/AIDS activities in the Municipality	Municipal Wide	X	X	X	X		120,000.00				√	DSWCD	MAC/
Sub-Total						**GH₵120,000.00**							
Objective: Ensure 90% Annual Support Coverage for LEAP beneficiaries, PWDs, and Vulnerable Children in the Municipality													
Programme: Social Protection and Child Welfare Programme													
Projects	**Location**	**Time Frame (2029)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
28. Empower PWDs through the 3%DACF	Municipal Wide	X	X	X	X	400,000.00					√	DSWCD	NJSMA

29. Sensitise PWDs on the use of the 3% DACF	Municipal Wide	X	X	X	X			15,000.00			√	DSWCD	NJSMA
30. Monitor LEAP activities and sensitise communities on LEAP	Municipal Wide	X	X	X	X			15,000.00			√	DSWCD	NJSMA
31. Payment of cash transfer to beneficiaries in all the LEAP communities	Municipal Wide	X	X	X	X	150,000.00					√	DSWCD	NJSMA
32. Sensitise on child protection using the child protection tool kit, prevention of gender-based violence, suicide among teenagers, adolescents and drug abuse	Municipal Wide	X	X	X	X	20,000.00					√	DSWCD	NJSMA
33. Administer justice by handling child custody cases, paternity and non-maintenance cases	Municipal Wide	X	X	X	X			10,000.00			√	DSWCD	NJSMA
34. Inspect 15-day care centres	Municipal Wide	X	X	X	X			10,000.00			√	DSWCD	NJSMA
35. Sensitise 20 churches on child protection related issues	Municipal Wide	X	X	X	X			10,000.00		√		DSWCD	NJSMA
36. Sensitise 12 schools on child on-line safety	Municipal Wide	X	X	X	X			10,000.00			√	DSWCD	NJSMA
37. Follow up on 20 child protection related cases	Municipal Wide	X	X	X	X			10,000.00			√	DSWCD	NJSMA
38. Sensitise 10 communities on topical issues	Municipal Wide	X	X	X	X			8,000.00			√	DSWCD	NJSMA
39. Monitor activities of 2 income generation groups in the municipality	Municipal Wide	X	X					5,000.00			√	DSWCD	NJSMA
Sub-Total						**GH₵663,000.00**							
Objective: Increase Enrolment Rate by 5% Annually													
Programme: Basic Education Improvement Programme													

Projects	Location	Time Frame (2029)				Cost (GH¢)				Project Status		Implementing Institutions/ Departments	
		Q 1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Colla.
40. Monitor/ supervise schools	Municipal Wide	X	X	X	X	10,000.00					√	Dept. of Education	NJSMA
41. Support STME clinics	Municipal Wide	X	X	X	X	15,000.00					√	Dept. of Education	NJSMA
42. Conduct 2No. Preparatory Mock exams for BECE candidates	Municipal Wide	X		X			30,000.00	30,000.00			√	Dept. of Education	NJSMA
43. Support Independence Day celebration	Jackson Park	X						100,000.00			√	Dept. of Education	Central. Admin
44. Support My First Day at School	Selected schools			X				60,000.00			√	Dept. of Education	Central. Admin
45. Support Guidance and Counseling services to BECE candidates	Municipal Wide	X	X	X	X			30,000.00			√	Dept. of Education	NJSMA
46. Award Bursary to 30 brilliant but Needy Students	Municipal Wide	X	X	X	X	60,000.00					√	Dept. of Education	NJSMA
Sub- Total						**GH₵335,000.00**							
Objective: Increase Enrolment Rate by 5% Annually													
Programme: Education Infrastructure Improvement Programme													
Projects	**Location**	**Time Frame (2029)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
47. Construct 12-Unit 2-Storey Classroom Block with ancillary facilities at Trom M/A school	Trom	X	X	X	X		4,000,000.00			√		Dept. of Education	NJSMA
48. Provide furniture to schools in the municipality	Municipal Wide	X	X	X	X		3,500,000.00				√	Dept. of Education	NJSMA

49. Maintain dilapidated school buildings	Municipal Wide	X	X	X	X		150,000.00				√	Dept. of Education.	NJSMA/ Dept. of Education
Sub- Total						**GH₵7,650,000.00**							
Objective: Develop and Maintain 4 Public Spaces (Parks, Durbar Grounds, Recreational Spaces and Centres)													
Programme: Community Park and Recreational Development Programme													
Projects	**Location**	**Time Frame (2029)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
50. Construct a durbar ground at Ohemaa Park	Betom	X	X	X	X		400,000.00			√		Works Dept.	NJSMA
Sub-Total						**GH₵400,000.00**							
Objective: Increase Access to Improved Sanitation Facilities by 5% Annually													
Programme: Sanitation Access Improvement Programme													
Projects	**Location**	**Time Frame (2029)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
51. Maintain public toilets in the municipality	Municipal Wide	X	X	X	X	100,000.00					√	Works Dept.	Environmental Health Dept.
52. Procure 5No. refuse containers	NJSMA	X	X	X	X		120,000.00			√		Central Admin.	Environmental Health Dept.
Sub- Total						**GH₵220,000.00**							
Objective: Enhance Access to Waste Management Services By 20% Annually to Support a Clean and Healthy Municipality													
Programme: Waste Management Programme													
Projects	**Location**	**Time Frame (2029)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
53. Regular dislodging of all institution and public toilets	Municipal Wide	X	X	X	X		30,000.00			√		Central Admin.	Environmental Health Dept.
54. Procure chemicals and consumables	NJSMA	X	X	X	X			15,000.00			√	Central Admin.	Environmental Health Dept.

55. Purchase cleaning materials	NJSMA	X	X	X	X			10,000.00			√	Central Admin.	Environmental Health Dept.
56. Monitor and Supervise environmental Service Providers	Municipal Wide	X	X	X	X		35,000.00			√		Central Admin.	Environmental Health Dept.
57. Carry out District wide Fumigation exercise day	Municipal Wide	X	X	X	X		500,000.00			√		Central Admin.	Environmental Health Dept.
58. Organize National Sanitation Day	NJSMA	X	X	X	X		350,000.00			√		Central Admin.	Environmental Health Dept.
59. Maintain sanitary sites in the municipality	NJSMA	X	X	X	X			20,000.00			√	Central Admin.	Environmental Health Dept.
60. Evacuate refuse dumps and maintain final dumping site	Municipal Wide	X	X	X	X		450,000.00				√	Central Admin.	Environmental Health Dept.
61. Implement Sanitation Improvement Package (SIP)	NJSMA	X	X	X	X		550,000.00			√		Central Admin.	Environmental Health Dept.
62. Conduct sensitisation on WASH activities	NJSMA	X	X	X	X		120,000.00			√		Central Admin.	Environmental Health Dept.
63. Implement WASH plan	NJSMA	X	X	X	X	200,000.00				√		Central Admin.	Environmental Health Dept.
64. Support implementation of Community Led Total Sanitation	NJSMA	X	X	X	X		100,000.00			√		Central Admin.	Environmental Health Dept.
65. Maintain Cemeteries	Old Estates and Ada	X	X	X	X			15,000.00			√	Central Admin.	Environmental Health Dept.
66. Hold sensitisation programs on environmental issues	Municipal Wide		X		X			10,000.00			√	Central Admin.	Environmental Health Dept.

67. Enforce environmental sanitation bye-laws	Municipal Wide	X	X	X	X			25,000.00		√		Environ mental Health Dept.	NJSMA
68. Intensify school health education programs	Municipal Wide	X	X	X	X	15,000.00				√		Environ mental Health Dept.	NJSMA
69. Embark on Akwasidae clean-up exercise	Municipal Wide	X	X	X	X	65,000.00					√	Environ mental Health Dept.	NJSMA
70. Organize annual medical screening for food vendors in the municipality	Municipal Wide	X	X	X	X	30,000.00					√	Environ mental Health Dept.	NJSMA
Sub-Total						**GH₵2,900,000.00**							
Objective: Improve Access to Potable Water for Domestic and Institutional Use by 20%													
Programme: Water Access and Sustainability Programme													
Projects	**Location**	**Time Frame (2029)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
71. Repair and maintain Boreholes in the Municipality	Municipal Wide	X	X	X	X		750,000.00				√	Works Dept.	NJSMA
72. Construct 10No.boreholes in the municipality	Municipal Wide	X	X	X	X		3,000,000.00				√	Works Dept.	NJSMA
Sub-Total						**GH₵1,050,000.00**							
Objective: Conserve Natural Vegetation, Protect Biodiversity, And Enhance Ecological Resilience By 15%													
Programme: Land Use and Spatial Planning Programme													
Projects	**Location**	**Time Frame (2029)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
73. Implement Street Naming and Property Addressing							100,000.00				√	Physical Planning Dept.	NJSMA

74. Conduct weekly site inspection for processing development application for permitting	Municipal Wide	X	X	X	X			60,000.00			√	Physical Planning Dept.	NJSMA
75. Organize four (4) land use sensitisation programs	Municipal Wide	X	X	X	X			15,000.00			√	Physical Planning Dept.	NJSMA
76. Facilitate the documentation of Assembly's lands	Municipal Wide	X	X	X	X			70,000.00		√		Physical Planning Dept.	NJSMA
77. Organize quarterly Spatial Planning Committee meetings to approve development planning.	NJSMA	X	X	X	X			30,000.00			√	Physical Planning Dept.	NJSMA
78. Organize quarterly Technical Sub-committee meetings	NJSMA	X	X	X	X			25,000.00			√	Physical Planning Dept.	NJSMA
Sub-Total						**GH₵300,000.00**							
Objective: Reduce Road Accidents by 20% In the Municipality													
Programme: Urban Road and Transport Improvement Programme													
Projects	**Location**	**Time Frame (2029)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
79. Rehabilitate/Upgrade /reshape Roads	Municipal Wide	X	X	X	X	4,500,000.00					√	Dept. of Urban Roads	NJSMA
80. Fix and replace metal gratings	Municipal Wide	X	X	X	X	300,000.00					√	Dept. of Urban Roads	NJSMA
81. Institute decongestion measures	Municipal Wide	X	X	X	X		200,000.00				√	Transport Dept.	Dept. of Urban Roads
82. Construct 2No. footbridges in the municipality	Municipal Wide	X	X	X	X		150,000.00				√	Works Dept.	NJSMA
Sub-Total						**GH₵5,150,000.00**							

Projects	Location	Time Frame (2029)				Cost (GH¢)				Project Status		Implementing Institutions/ Departments	
Objective: Reduce The Incidence of Flooding Occurrence By 20%													
Programme: Drainage And Flood Resilience Programme													
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
83. Organize public education on disaster prevention	Municipal Wide		X		X			12,000.00			√	NADMO	NJSMA, GNFS
84. Train 10 DVGs in the municipality	Municipal Wide		X		X			15,000.00			√	NADMO	NJSMA
85. Undertake field trips to flood prone areas for assessment and further action	Municipal Wide	X	X	X	X			15,000.00			√	NADMO	NJSMA
86. Organize clean-up exercises in (6) zones in the municipality	Municipal Wide	X	X	X				18,000.00			√	NADMO	GNFS, Zoomlion, NJSMA
87. Repair and desilt drains in the municipality	Municipal Wide	X	X	X	X	250,000.00					√	Works Dept.	NJSMA
Sub-Total						**GH₵310,000.00**							
Objective: To Maintain and Rehabilitate Infrastructure and Assets													
Programme: Maintenance And Assets Management Programme													
Projects	**Location**	**Time Frame (2029)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
88. Maintain office buildings	NJSMA	X	X	X	X	100,000.00					√	Works Dept.	NJSMA
Sub-Total						**GH₵100,000.00**							
Objectives: Conserve Natural Vegetation, Protect Biodiversity, And Enhance Ecological Resilience by 15%													
Programme: Green Cities and Climate Adaptation Programme													
Projects	**Location**	**Time Frame (2029)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
89. Plant trees in the municipality	Municipal Wide		X		X			25,000.00			√	NADMO , Forestry Commission	NJSMA

Projects	Location	Q 1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Colla.
Sub-Total						**GH₵25,000.00**							
Objective: Reduce Crime in the Municipality Annually by 10%.													
Programme: Security And Crime Prevention Programme													
Projects	**Location**	**Time Frame (2029)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
90. Support security operations in the municipality	Municipal Wide	X	X	X	X		40,000.00	40,000.00			√	Central Admin.	NJSMA
91. Construct 1No. Police Post	Nyamekrom	X	X	X	X		1,000,000.00			√		Works Departm ent	Central Admin.
Sub-Total						**GH₵80,000.00**							
Objective: Reduce Crime in the Municipality Annually by 10%													
Programme: Street Lighting and Public Safety Programme													
Projects	**Location**	**Time Frame (2029)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
92. Provide street lights	Municipal Wide	X	X	X	X	180,000.00					√	Central Admin.	NJSMA
93. Repair streetlights in the municipality	Municipal Wide	X	X	X	X			80,000.00			√	Central Admin.	NJSMA
Sub-Total						**GH₵260,000.00**							
Objective: Enhance Citizen Engagement by Organizing 15 Public Consultations at the Assembly and Community Levels													
Programme: Civic Engagement and Participatory Governance Programme													
Projects	**Location**	**Time Frame (2029)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
94. Conduct 2 No. Town Hall meetings and Community durbars	Municipality		X		X			80,000.00			√	Central Admin.	NJSMA
95. Prepare the 2030 Annual Action Plan and the Composite Budget.	NJSMA		X	X	X		60,000.00				√	MPCU	NJSMA
Sub-Total						**GH₵140,000.00**							

Projects	Location	Time Frame (2029)				Cost (GH¢)				Project Status		Implementing Institutions/ Departments	
Objective: Enhance Citizen Engagement by Organizing 15 Public Consultations at the Assembly and Community Levels													
Programme: Capacity Development Programme													
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
96. Maintain office furniture & Fixtures	NJSMA	X	X	X	X		100,000.00				√	Works Dept.	NJSMA
97. Procurement of office fittings, equipment and stationery	Municipal Wide	X	X	X	X		150,000.00			√		Central Admin.	NJSMA
98. Monitor and evaluate projects/programs.	Municipal Wide	X	X	X	X				60,000.00		√	Central Admin.	NJSMA
99. Support workforce development workshops and capacity building	NJSMA	X	X	X	X		80,000.00				√	Central Admin.	NJSMA
100. Provide logistical Support to decentralised departments.	NJSMA	X	X	X	X		80,000.00				√	Central Admin.	NJSMA
Sub-Total						**GH₵470,000.00**							
Objective: Improve Zonal Council Infrastructure by 10%													
Programme: Governance Support Programme													
Projects	**Location**	**Time Frame (2029)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
101. Support the operationalisation and functionality of Sub-Sub-Sub-Sub-structures.	NJSMA	X	X	X	X		50,000.00				√	Central Admin.	NJSMA
102. Embark on a 2-day monitoring visit to Zonal Councils in the municipality	Municipal Wide		X		X			7,000.00			√	HR Dept.	NJSMA
103. Construct Zonal Council Office	Osabene	X	X	X	X		1,500,000.00			√		HR Dept.	NJSMA
Sub-Total						**GH₵1,557,000.00**							

Objective: Increase Internal Revenue Generation by At Least 20% Annually

Programme: Revenue Improvement Programme

Projects	Location	Time Frame (2029)				Cost (GH¢)				Project Status		Implementing Institutions/ Departments	
		Q 1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Colla.
104. Train revenue collectors and city guards on effective revenue mobilisation	NJSMA	X						30,000.00			√	HR Dept.	NJSMA
105. Gazette 2030 fee fixing	NJSMA	X	X	X	X			25,000.00		√		Central Admin.	NJSMA
106. Organise pay-your-levy campaigns in the municipality	Municipal Wide	X	X	X	X			20,000.00			√	Finance Dept./IS D	NJSMA
Sub-Total						**GH₵75,000.00**							

Objective: Enhance Citizen Engagement by Organizing 15 Public Consultations at the Assembly and Community Levels

Programme: National Unity and Traditional Support Programme

Projects	Location	Time Frame (2029)				Cost (GH¢)				Project Status		Implementing Institutions/ Departments	
		Q 1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Colla.
107. Support for Traditional Authority	NJSMA	X	X	X	X		40,000.00	40,000.00			√	Central Admin.	NJSMA
108. Support National Celebrations and Events	NJSMA	X	X	X	X	120,000.00					√	Central Admin.	NJSMA
109. Organise a mid-year review meeting to enhance intersectoral collaboration.	Assembly Hall			X				35,000.00		√		Central Admin.	NJSMA
110. Support community-initiated projects	Municipal Wide	X	X	X	X	100,000.00					√	Works Dept.	NJSMA
111. Implement MP Constituency Labour projects	Municipal Wide	X	X	X	X		1,000,000.00				√	Works Dept.	NJSMA
112. Acquire land banks and pay for the compensation of the lands acquired	Municipal Wide	X	X	X	X	50,000.00		50,000.00		√		Central Admin.	Physical Planning
Sub-Total						**GH₵1,435,000.00**							

Objective: Enhance Citizen Engagement by Organizing 15 Public Consultations at the Assembly and Community Levels													
Programme: Youth Civic Responsibility and Volunteerism Programme													
Projects	**Location**	**Time Frame (2029)**				**Cost (GH¢)**				**Project Status**		**Implementing Institutions/ Departments**	
		Q 1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**IGF**	**Others**	**New**	**Ongoing**	**Lead**	**Colla.**
113. Organise stakeholder engagement with the youth on their roles and responsibilities in Local Governance.	Koforidua	X	X	X	X				50,000.00	√		Central Admin	NJSMA
Sub-Total						**GH₵50,000.00**							
Grand Total						**GH₵41,952,000.00**							

CHAPTER SEVEN
MONITORING AND EVALUATION ARRANGEMENTS

7.0 Introduction

This chapter presents the Monitoring and Evaluation (M&E) arrangements for the implementation of the 2026–2029 Medium-Term Development Plan (MTDP). It outlines the institutional framework for M&E, including roles and responsibilities of key stakeholders, monitoring matrix, planned evaluations, and Participatory Monitoring and Evaluation (PM&E) approaches.

All M&E activities have been integrated into the Programme of Action (PoA) and Annual Action Plans (AAPs) to ensure that progress is systematically tracked and used to inform evidence-based decision-making, performance reviews, and accountability mechanisms throughout the plan period.

7.1 Monitoring and Evaluation (M&E) Arrangements

The Monitoring and Evaluation (M&E) process begins immediately after the finalisation of the Medium-Term Development Plan (MTDP). The M&E system was anchored on sound planning and budgeting frameworks and plays a crucial role in providing feedback to guide implementation and policy adjustments. It serves as the primary mechanism for assessing the extent to which the Assembly and the Government are achieving the intended outcomes of the development plan.

The M&E plan acts as a roadmap for systematically tracking the implementation of the 2026–2029 MTDP. It outlines the approach, tools, and responsibilities necessary to generate credible information on progress, challenges, and performance outcomes.

The core outputs of the M&E system are Quarterly and Annual Progress Reports (APRs). These reports provide detailed insights into the extent of progress made towards the achievement of development goals and targets outlined in the MTDP. The National Development Planning Commission (NDPC) collates these reports from all Metropolitan, Municipal, and District Assemblies (MMDAs). It consolidates them into a National Annual Progress Report, which reflects the country's progress towards the objectives of the National Development Policy Framework (NDPF).

The Municipal Planning Coordinating Unit (MPCU) is the lead entity responsible for coordinating M&E activities within the Assembly. It works in collaboration with relevant departments, the Works Sub-Committee, and other technical units involved in the implementation of specific projects and programmes.

Importantly, the Assembly will adopt a Participatory Monitoring and Evaluation (PM&E) approach. This inclusive process involves active engagement of key stakeholders, including community members, project beneficiaries, Assembly staff, Traditional Authorities, opinion leaders, Assembly Members, contractors, and development partners. The goal is to foster transparency, accountability, ownership, and shared responsibility in tracking development outcomes.

The rationale for investing in M&E is rooted in the need for continuous service improvement through evidence-based decision-making. As public resources remain limited and citizens' demand for quality services continues to rise, there is increasing pressure on the government to operate efficiently and deliver more with fewer resources. Moreover, civil society, Parliament, and development partners are placing greater emphasis on transparency and accountability in public service delivery.

In this context, the M&E system emphasises results-based reporting, focusing on measuring actual changes and impacts rather than simply tracking activity completion. This shift ensures that development interventions truly improve the living standards of the people of New Juaben South Municipality.

7.2 Stakeholder Analysis

Stakeholders are a vital component of the Monitoring and Evaluation (M&E) Plan. Effective stakeholder engagement enhances transparency, promotes accountability, and supports the overall success of development interventions. In this context, stakeholders refer to all individuals, groups, or institutions with an interest in, or affected by, the implementation and outcomes of development programmes and projects within the municipality.

Stakeholders are categorised into two main groups:

- **Primary Stakeholders:** Those who are directly involved in, or affected by, an intervention. They include implementing agencies, funding sources, policy makers, and beneficiaries.

- **Secondary Stakeholders:** Those who are indirectly involved or affected. These include support institutions, civil society, media, and development partners.

An assessment of the roles, interests, and capacities of each stakeholder category is essential to guide their appropriate involvement before, during, and after plan implementation. This ensures the generation of credible data, shared ownership of M&E outcomes, and the integration of feedback for continuous improvement.

Stakeholder Identification and Analysis

Table 7.0: Stakeholder Identification and Analysis

S/No.	Stakeholders	Classification	Needs/Interests/Responsibilities & Involvement in M&E Activities
1.	NDPC	Primary	Policy direction, guidelines, and capacity building. Involvement in MTDP preparation, evaluation, and M&E results dissemination.
2.	MLGCRA	Primary	Policy guidelines, performance targets, advisory services. M&E seminars, supervision, project inspection, evaluation, and results reporting.
3.	Ministry of M&E	Primary	Policy direction, capacity building, and reporting standards. M&E seminars, supervision, project inspection, evaluation, reporting, and dissemination.
4.	DACF/DACF-RFG Secretariat	Primary	Provision of financial resources and advisory services. Supervision, project inspection, evaluation, results reporting and dissemination.
5.	RCC	Primary	Technical assistance, advisory services, and capacity building. MTDP preparation, supervision, inspection, seminars, PM&E, and results dissemination.
6	NJSMA	Primary	Decision-making, bylaws, and plan adoption. MTDP preparation, M&E meetings, supervision, project inspection, evaluation, and reporting.
7	Departments of the Assembly	Secondary	Sector guidance, performance targets, and implementation. Data collection, performance monitoring, and M&E reporting.
8	Member of Parliament (MP)	Primary	Decision making, fund allocation. M&E meetings, supervision, project inspection, evaluation, and dissemination.
9	CSOs	Secondary	Advocacy, transparency, and resource mobilisation. M&E meetings, supervision, PM&E, data collection, and reporting.
10	Traditional Authorities	Primary	Advisory services, transparency. Project inspection, M&E meetings, supervision, and results dissemination.
11	Development Partners (DPs)	Secondary	Financial & technical assistance. Supervision, project inspection, data collection, reporting, and evaluation.
12	Media	Secondary	Information dissemination, public education. Reporting and dissemination of M&E results, advocacy.
13	EOCO	Secondary	Oversight on financial misconduct. Support financial accountability in project implementation and evaluation.

7.3 Monitoring Matrix

One critical component of the M&E is developing the most appropriate indicators and targets that are achievable and directly related to the MTDP goals and objectives. Indicators are needed to measure progress, whilst targets are the signposts that lead to the stated goals and objectives.

The Assembly adopted the relevant NDPC's core indicators together with specific municipal indicators based on the MTDP activities. The features of indicators are that they are Specific, Measurable, Attainable, Reliable, Time-bound, and Gender-responsive (SMART-G). The indicators also met the criteria of "CREAM": Clear, Relevant, Economical, and Monitorable. The matrix provides a format for presenting the input, output, outcome, and impact indicators for each MTDP objective as shown in Table 7.1. It gives the frequency of data collection for each indicator, the data sources, and the person responsible for collecting the data.

Arrangements for Data Collection, Collation, Analysis and Use of Results

The Municipal Planning and Coordinating Unit (MPCU) will be responsible for systematically collecting, collating, and analysing data from various sources, including field monitoring visits, sector departments, and decentralised units. This data will inform the preparation of quarterly and annual progress reports for effective dissemination to relevant stakeholders.

The data collected will serve as a basis for evaluating the socio-economic impacts of programmes and projects implemented during the plan period. The process will be guided by the core national indicators and municipality-specific indicators outlined in the Monitoring Matrix. Particular attention will be given to the agreed targets and activities to ensure consistency and relevance in tracking progress.

To enhance accuracy and reliability, data will be collected using standardised tools, including the Programme and Project Register. The findings will support decision-making, resource allocation, performance reviews, and future planning.

Data Collection on Projects and Programmes

The Municipal Planning and Coordinating Unit (MPCU) will compile and maintain a comprehensive Register of all Ongoing Programmes and Projects. This register will be regularly updated and will include critical information such as the project name, description, location, start and expected completion dates, funding sources, contract sums, project costs, implementation status, and other relevant details. This reporting format aligns with the National Development Planning Commission (NDPC) and development partners.

To collect essential primary data not readily available from secondary sources, the MPCU will design and deploy structured questionnaires and conduct interviews. These tools will help gather detailed information on project inputs, activities, outputs, and outcomes, especially during monthly progress review meetings or as part of component work plans.

Primary Data Collection

Primary data collection is essential, particularly for tracking outcome and impact indicators. Baseline surveys will be conducted to establish benchmarks for key performance indicators across various development sectors. Data will cover both quantitative and qualitative aspects, including demographic trends, socio-economic indicators, revenue and expenditure patterns, gender dimensions, and environmental concerns. These exercises will respond to the data needs of the Assembly, RCC, NDPC, MDAs, and other stakeholders.

Collected data will be categorised into four main types:

- Process Data: Covers internal operations, including MPCU activities, Zonal Council activities, procurement processes, and audit compliance.
- Input Data**:** Includes financial resources from DACF, DACF-RFG, IGF, MDAs, NGOs, and development partners.
- Output Data: Refers to goods and services delivered through projects and programmes.
- Outcome/Impact Data: Tracks longer-term results and changes in living standards (e.g., BECE pass rates, maternal and infant mortality rates).

Secondary Data Collection

Secondary data will be sourced from reports and records of decentralised departments, NGOs, civil society organisations, and other development partners. This data will be analysed, validated, and integrated to assess progress toward the MTDP's goals and objectives.

Data Validation

Following data collection, a Data Validation Forum will be held with relevant stakeholders to review, verify, and finalise the data. This ensures the accuracy and credibility of findings used for planning and reporting.

M&E Information System

Currently, the MPCU lacks a fully functional Management Information System (MIS) for data processing. In the interim, data is analysed using standard applications such as Microsoft Excel and Word. Plans are in place to acquire advanced tools, such as the Statistical Package for the Social Sciences (SPSS), and to build the capacity of the MIS Officer, Statistical Officer, and Planning Officers for efficient data management and analysis.

Data Analysis and Use of Results

Data will be analysed using graphs, charts, and tables to illustrate progress towards achieving MTDP targets. This comparative analysis will focus on measuring actual results against planned objectives, using the indicators in the monitoring matrix.

The MPCU, in collaboration with departmental heads, will lead the interpretation of data to inform decision-making, track implementation performance, and adjust strategies as needed.

The Municipal Statistical Service and Planning Unit will serve as the data repository. This database will facilitate data storage, retrieval, dissemination, and use for effective programme implementation and policy refinement.

Reporting Arrangements

To promote transparency, accountability, and informed decision-making, the MPCU will prepare and submit Situational, Quarterly, and Annual M&E Reports to the Municipal Assembly, NDPC (via RCC), and other relevant stakeholders. These reports will highlight key findings, implementation challenges, recommendations, and lessons learned.

The prescribed NDPC reporting format will be strictly followed to ensure uniformity and compliance. Dissemination of reports and M&E results will support the Assembly in attracting development partners and strengthening its reputation as a results-driven institution.

Table 7.1: Monitoring/Results Matrix

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibilities
Goal: Promote Sustainable Economic Opportunities										
Objective: Increase Agricultural Productivity by 10% Annually Through the Adoption of Modern Farming Techniques, Improved Access to Inputs and Strengthened Market Linkages										
Programme: Agriculture Transformation and Food Security Programme										
				2026	**2027**	**2028**	**2029**			
Average productivity of selected crop (Mt/Ha): **Yield** Maize Cassava Cocoyam Plantain **Livestock** Cattle Sheep Goats Pigs Poultry	Output per hectare of selected crops (Mt/Ha)	Outcome	 159.12 (MT) 55 (MT) 17 (MT) 14 (MT) 86 864 728 142 4,127	 170 (MT) 60 (MT) 19 (MT) 15 (MT) 260 900 1,000 300 5,000	 180 (MT) 65 (MT) 20 (MT) 16 (MT) 260 900 1,000 400 6,000	 190 (MT) 70 (MT) 21 (MT) 18 (MT) 260 900 1,000 500 8,000	 200 (MT) 75 (MT) 22 (MT) 20 (MT) 260 900 1,000 600 10,000	Staple crops Selected cash crops Livestock and poultry Fisheries	Annually	Dept. of Agric.
Goal: Promote Sustainable Economic Opportunities										
Objective: Reduce the Unemployment Rate by 5% by 2029.										
Programme: Youth Employment and Entrepreneurship Support Programme										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2025**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibilities**
				2026	**2027**	**2028**	**2029**			
Number of new jobs created	Count of formal sector jobs created per annum with aggregation at the sectoral level	Outcome		800	800	800	1000	By sector: Agriculture, Industry, and Service	Annually	Agric Dept. GEA NYEA
Goal: Promote Sustainable Economic Opportunities										

Objective: Develop and Enhance Tourism Infrastructure, Services and Attractions to Increase Tourist Arrivals by at Least 5% Annually										
Programme: Tourism Development and Promotion Programme										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2025**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibilities**
				2026	**2027**	**2028**	**2029**			
Number of tourist arrivals	Count of tourists arriving in the country	Outcome	-	6,000	7,000	8,000	9,000	Male -Female	Annually	GTA
Goal: Improve The Quality of Life of Citizens by Ensuring Equitable Access to Healthcare Services										
Objective: Expand and Operationalize 8 Health Facilities by 2029										
Programme: Health Infrastructure and Service										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2025**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibilities**
				2026	**2027**	**2028**	**2029**			
Count of functional Community-based Health Planning Services (CHPS)	Count of functional CHPS compounds	Outcome	34	34	34	34	34	CHPS Compound Clinic Health Centre Hospital	Annually	GHS
OPD attendance	Count of attendance of an outpatient at a medical facility	Outcome	453,108	460,000	470,000	480,000	490,000	Male Female	Annually	GHS
Percentage of the population with a valid NHIS card	Share of the population with a valid NHIS card, expressed as a percentage	Outcome	68%	70%	72%	75%	80%	Indigents Informal Aged Under 18years Pregnant Women	Annually	NHIS
Under-five mortality ratio	Number of deaths occurring in children under -5 years per 1,000 live births	Impact	11.1	10	9.2	9.1	9	Under five Women between 15-49	Annually	GHS
Infant mortality ratio	Number of deaths occurring in the first year of life per 1,000 live births	Impact	43.6	42	41	40	39	Male female	Annually	GHS
Maternal mortality ratio: - Survey - Institutional (deaths at the	Maternal deaths recorded per 100,000 live births	Impact	694.97/100,000 live births	500	400	350	300	Women between 15-49	Annually	GHS

health facilities per 100,000 live births)										
Malaria case fatality rate	Total malaria deaths in health facilities, expressed as a percentage of total malaria deaths admissions in health facilities	Impact	0	0	0	0	0	Age groups	Quarterly	GHS
Prevalence of malnutrition -Stunting Underweight Wasting	Proportion of children 0-59 months whose height-for-age, weight-for-age, weight-for height is less than two standard deviations (- 2SD) from the median of the reference population	Impact	0.1	0.1	0.1	0.1	0.1	Male Female	Annually	GHS
Goal: Improve The Quality of Life of Citizens										
Objective: Reduce The Prevalence of HIV and AIDS by 50% Through Prevention, Education and Support Services.										
Programme: HIV/AIDS Prevention and Support Programme										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2025**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibilities**
				2026	**2027**	**2028**	**2029**			
HIV prevalence	Count of people in the population living with HIV expressed as a percentage of the Total population	Outcome	3.4%	1.5%	1.2%	1.1%	1.0%	Male Female	Annually	GHS GAC
Goal: Improve The Quality of Life of Citizens										
Objective: Ensure 90% Annual Support Coverage for LEAP Beneficiaries, PWDs and Vulnerable Children In The Municipality by 2029										
Programme: Social Protection and Child Welfare Programme										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2025**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibilities**
				2026	**2027**	**2028**	**2029**			
Percentage of children engaged in child labour	Count of children (5-17 years) engaged in child labour as a percentage of children	Outcome	0%	0%	0%	0%	0%	Male Female	Quarterly	MSWCD

Percentage of population 70 years and above registered under the NHIS (Verify with NHIA whether the Aged (70) has been lowered in tandem with the retiring age)	Count of the aged (70 years and above) with a valid NHIS card, expressed as a percentage of persons 70 years and above.	Outcome	12%	25%	30%	30%	30%	Male Female	Annually	MSWCD NHIS
Reported cases of sexual and gender-based violence	Count of persons who are victims of sexual and gender-based violence	Outcome	0	0	0	0	0	Women Men Girls Boys PWDs	Quarterly	MSWCD DOVVSU
Proportion of Sectors with Gender Responsive Plans and Budgets	Count of sectors with gender responsive plans expressed as a percentage	Output	3%	5%	5%	5%	5%	Sectors	Annually	MPCU
Number of impoverished households benefiting from LEAP	Count of the total number of households that receive cash grants under LEAP	Output	685	700	800	900	1,000	Males Females	Quarterly	DSWCD
Beneficiary persons with disabilities of the Common Fund	Number of persons with disabilities who accessed the Common Fund	Output	600	650	700	750	800	Males Females	Quarterly	DSWCD
Goal: Improve The Quality of Life of Residents by Ensuring Equitable Access to Education Services										
Objective: Increase Enrolment Rate by 5% Annually										
Programme: Basic Education Improvement Programme										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2025**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibilities**
				2026	**2027**	**2028**	**2029**			
Net enrolment ratio in Kindergarten	Ratio of appropriately aged pupils enrolled at a given level expressed as a percentage of the total population in that age group	Outcome	68.4%	74.3%	76%	78%	80%	Male Female	Annually	GES
Primary			83.9%	88%	90%	92%	94%			
JHS			69.7%	73%	76%	78%	80%			
SHS				100%	100%	100%	100%			
Completion rate in KG	Ratio of the total number of pupils/students enrolled in the last grade of a given	Outcome	65%	70%	75%	80%	85%	Male Female	Annually	GES
P6			69.1%	73%	75%	78%	85%			

JHS3	level of education (KG, Primary 6, JHS 3, SHS 3), regardless of age, expressed as a percentage of the total population of the theoretical entrance age to the last grade of that level of education.		75.4%	76%	78%	80%	82%			
SHS3			73.2%	75%	80%	83%	86%			
Gender Parity Index KG	Ratio of male to female enrolment	Outcome	0.72	1	1	1	1	Male Female	Annually	GES
P6			1.16	0.96	0.96	1	1			
JHS			1.2	0.96	0.96	0.96	0.96			
SHS			1.55	0.96	0.96	0.96	0.96			
BECE pass rate	Pupils obtaining aggregates between 6 and 36 in the BECE exams, as a percentage of all who sat for the exams.	Outcome	65%	70%	75%	80%	85%	Male Female	Annually	GES
Goal: Improve The Quality of Life of Citizens by Ensuring Equitable Access to Sanitation										
Objective: Increase Access to Improved Sanitation Facilities by 5% Annually										
Programme: Sanitation Access Improvement Programme										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2025**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibilities**
				2026	**2027**	**2028**	**2029**			
Proportion of population with access to basic sanitation services	Population using improved sanitation facilities that are not shared with other households expressed as a percentage of the total population.	Outcome	75%	78%	81%	85%	88%	Rural Urban	Annually	EHSU GSS
Number of communities achieving open defecation-free (ODF) status	Count of communities achieving open defecation-free status	Outcome	0	2	4	6	6	Rural Urban	Annually	EHSU
Goal: Improve Citizens' Quality of Life by Ensuring Equitable Access to Sanitation Services										
Objective: Enhance Access to Waste Management Services by 20% Annually to Support a Clean and Healthy Municipality										
Programme: Waste Management Programme										

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibilities
				2026	2027	2028	2029			
Proportion of solid waste properly disposed of	Percentage of solid waste collected and disposed of in sanitary landfills	Outcome	68%	70%	75%	80%	85%	Major towns	Quarterly	EHSU Zoomlion
Goal: Improve Citizens' Quality of Life by Ensuring Equitable Access to Water										
Objective: Improve Access to Potable Water for Domestic and Institutional Use by 20% by End of 2029.										
Programme: Water Access and Sustainability Programme										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2025**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibilities**
				2026	**2027**	**2028**	**2029**			
Percentage of population with access to drinking water services	Share of population with access to (a) basic drinking water service from an improved source	Outcome	77%	80%	85%	90%	95%	Rural Urban	Annually	GWCL
Goal: Enhance and Expand Infrastructure										
Objective: Promote sustainable land use and urban development by ensuring at least 60% compliance with approved planning schemes										
Programme: Land Use and Spatial Planning Programme										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2025**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibilities**
				2026	**2027**	**2028**	**2029**			
Percentage of Spatial Development Frameworks, structural Plans and Local Plans developed.	The number of communities that have prepared and are implementing Structural Plans (SP) and Local Plans (LP) as a share of total communities, expressed as a percentage	Output	75%	80%	85%	90%	95%	Sectors	Annually	PPD
Goal: Enhance And Expand Infrastructure										
Objective: Reduce Road Accidents By 20% In the Municipality by End of 2029										
Programme: Urban Road and Transport Improvement Programme										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2025**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibilities**
				2026	**2027**	**2028**	**2029**			

Road condition mix District Urban Rural	The road condition mix shows the proportion of the classified road network, which is good, fair, or poor	Outcome	55% 65% 45%	60% 70% 50%	65% 75% 55%	73% 85% 60%	77% 90% 65%	Good Fair Poor	Annually	DUR
Total road network Trunk roads Urban roads Feeder roads	Total length (km) of classified road network	Output	320km 516km	340km 520km	350km 530km	380km 545km	400km 550km	Paved Unpaved	Annually	DUR
Goal: Enhance and Expand Infrastructure										
Objective: Reduce The Incidence of Flooding Occurrence by 20% By the End of 2029										
Programme: Drainage and Flood Resilience Programme										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2025**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibilities**
				2026	**2027**	**2028**	**2029**			
Length of drains(km) constructed:	length of drains (km) rechanneled, upgraded and maintained	Output	30km	35km	40km	45km	50km	Primary Secondary	Annually	DUR
% change in disaster occurrence - Domestic fire	Count of disaster incidents recorded in the district	Outcome	5	3	3	3	3	Urban Rural	Quarterly	NADMO
-Commercial fire			3	3	3	3	3			
-Bush fire			0	0	0	0	0			
-Floods			3	3	3	3	3			
-Wind/Rain Storm			7	5	5	5	5			
Goal: Promote Good Governance										
Objective: Reduce Crime in the Municipality Annually by 10%.										
Programme: Security and Crime Prevention Programme										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2025**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibilities**
				2026	**2027**	**2028**	**2029**			
Police-citizen ratio	The ratio of the total number of police officers to the country's population	Input	1:970	1:800	1:700	1:600	1:500	Male Female	Annually	GPS
Goal: Promote Good Governance										
Objective: Increase Internal Revenue Generation by At Least 20% Annually to by the End of 2029										
Programme: Revenue Improvement Programme										

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Targets				Disaggregation	Monitoring Frequency	Responsibilities
				2026	2027	2028	2029			
% Change in IGF	Total IGF revenue expressed as a percentage	Input	26.7%	10%	15%	20%	25%	Revenue heads	Annually	Finance Dept.
Goal: Promote Good Governance										
Objective: Enhance Citizen Engagement by Organizing 15 Public Consultations at the Assembly and Community Levels By 2029.										
Programme: Capacity Development Programme										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2025**	**Targets**				**Disaggregation**	**Monitoring Frequency**	**Responsibilities**
				2026	**2027**	**2028**	**2029**			
Percentage of certified medium-term development plans implemented	Count of medium-term development plan activities implemented, expressed as a percentage.	Output	72%	75%	80%	85%	90%	Sectors	Quarterly	MPCU PU
Proportion of annual action plans implemented	Count of activities implemented divided by the total number of planned activities each year, expressed as a percentage.	Output	95%	95%	95%	95%	98%	Sectors	Quarterly	MPCU
Percentage of annual budget utilised on M&E.	Total amount of resources spent on M&E expressed as a percentage of total annual expenditure.	Input	20%	25%	25%	25%	25%	IGF DACF	Quarterly	MPCU

NDPC M&E Reporting Format

Table 7.2: NDPC M&E Reporting Format

Title Page i. Name of MMDA ii. Time period for M&E report **Introduction** I i.Summary of achievements and challenges with the implementation of the DMTDP ii. Purpose of M&E for the stated period iii. Processes involved and difficulties encountered **M&E Activities Report** i.Programme/Project status for the quarter or year ii. Update on funding sources iii. Update on indicators and targets iv. Update on critical development and poverty issues v. Evaluations conducted; their findings and recommendations vi. Participatory M&E undertaken and its results **The Way Forward** i.Key issues addressed and those yet to be addressed ii. Recommendations

SOURCE: NDPC.

7.4: Evaluation

Evaluation is an essential component of the Medium-Term Development Plan (MTDP). There is a need to provide an evidence-based assessment of progress towards achieving the plan's stated goals and objectives. By evaluating the plan, accountability will be ensured, and lessons learnt will inform future planning and decision-making**.**

Formative (mid-term**)** and summative (end-of-plan) evaluation approaches will be employed. Data will be collected from various sources, including field surveys, citizen satisfaction surveys, focus group discussions, stakeholder consultations, and observations. Key performance indicators will be compared against baseline data to assess change over the plan period.

The evaluation process will follow these key steps:

- Baseline Assessment**:** by establishing the starting point for all performance indicators.
- Continuous Monitoring**:** by conducting quarterly and annual reviews to track progress and address emerging challenges.
- Mid-Term Evaluation**:** by assessing performance, identifying constraints, and recommending corrective measures mid-way.
- End-of-Plan Evaluation: This will assess overall impact, record lessons learned, and offer recommendations for the next planning cycle.

Use of the Logical Framework Matrix

The Assembly will utilise the Logical Framework Matrix to summarise projects in a standardised format; the following key questions will be addressed:

1. What will the MTDP or project achieve?
2. What activities are required to deliver the expected outputs and outcomes?
3. What resources or inputs are necessary to achieve the output and outcome?
4. What risks or constraints could affect the success of the outcome?
5. How will progress and success be measured and verified?

Additionally, all investment projects would have the following documents prepared:

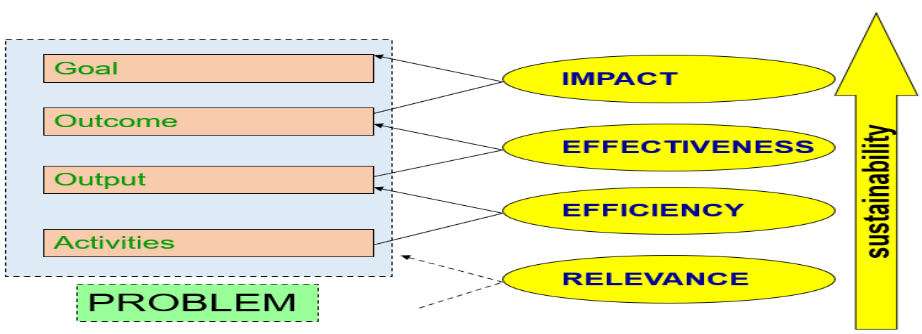
- Project Concept Note
- Pre-Feasibility Study Report
- Feasibility Study Report
- Project Contract
- Project Execution Plan
- Project Progress Report
- Final Project Implementation Report
- Project Impact Assessment (Ex-Post Evaluation) Report

Evaluation Framework Matrix

The Evaluation Framework Matrix, as shown in Table 7.3, provides a structured, results-focused approach to monitoring and assessing the 2026–2029 MTDP. It connects each development goal to measurable outcomes, key performance indicators, and specific targets. The evaluation criteria to be applied include: relevance, efficiency, effectiveness, impact, and sustainability.

The Municipal Planning Unit/Project Management Office (PMO) will coordinate the collection of stakeholder inputs for project management. Reports produced from the framework will guide policy decisions. Notably, the framework will serve as a feedback tool, enabling the refinement of interventions to align with both national development priorities and the Municipality's evolving needs.

Evaluation Criteria



Evaluation criteria

Table 7.3: Evaluation Framework Matrix

Evaluation Criteria	Evaluation Questions	Data Needed (Rating Criteria)	Data Source	Data Collection Method
Relevance	To what extent are the project or plan objectives aligned with the identified development needs of the community?	i. Entirely consistent with community needs ii. Partially consistent iii. Not consistent	i. DMTDP ii. Public hearing report. iii. Town hall meeting report	Primary data collection method
Efficiency	i. How does the actual project implementation period compare to the planned schedule? ii. How does the actual project cost compare to the approved budget?	Project Implementation Period i. Completed on schedule ii. Delayed Project Implementation Cost i. Less than estimated ii. More than estimated	i. Project completion report ii. Site Inspection Report iii. Quarterly and annual progress report iv. Financial Records (Trial Balance and Annual Accounts) v. Contract Register vi. Cash book	Documents and records review
Effectiveness	i. What is the degree of achievement of planned targets for the project purpose (including the degree of utilisation of each project output)? ii. What is the degree of satisfaction of beneficiaries of the project outputs and other positive changes as a result of the project?	i. Good (80% or more of the target) ii. Satisfactory (50% or more, but less than 80% of the target) iii. Below average (Less than 50% of the target)	i. Photograph showing the situation before and after the project ii. Field or beneficiary satisfaction survey iii. record of revenue from the project output iv. Progress reports	Interviewing of beneficiaries, Focus group discussions, feedback from the public
Impact	i. To what extent has the project or plan contributed to achieving the intended long-term development goals of the community or municipality? ii. What positive and negative changes, intended or unintended, have occurred as a result of the project? iii. How have the project's outcomes influenced the economic, social, and environmental well-being of beneficiaries? iv. Which groups or sectors have been most affected by the project's interventions, and in what ways? v. To what degree can observed changes be attributed directly to the project's activities?	5 –Very High Impact 4 – High Impact 3 – Moderate Impact 2 – Low Impact 1 – No Impact	i. Environmental Impact Assessment (EIA) reports ii. Beneficiary satisfaction survey reports iii. Impact evaluation studies reports iv. Observation or direct assessment by an evaluator, v. Public hearing reports	Interviewing of beneficiaries, Focus group discussions, feedback from the public, and documents

Sustainability	i. To what extent is the number and technical capacity of the operation and maintenance (O&M) staff adequate to manage the project facilities effectively? ii. How effective are the decision-making processes and organisational controls in ensuring proper O&M activities are carried out? iii. What is the financial capacity of the implementing and O&M agencies to cover necessary O&M costs, including cost recovery mechanisms or stability of government subsidies? iv. How appropriate and effective are the current O&M practices (including daily, periodic, on-demand, and preventive maintenance), and how adequate is the availability of spare parts, fuel, and other resources? v. What is the current physical condition of the project facilities at the time of evaluation?	5 –Highly Sustainable 4 – Sustainable 3– Moderately Sustainable 2 – Low Sustainability 1 – Not Sustainable	i. Training record of O&M staff ii. O&M manuals iii. Standard operating procedures (SOPs) for project facilities iv. Financial statements of the executing and O&M agencies v. Observation by the Evaluator	Interviewing of beneficiaries, Focus group discussions, feedback from the public

7.5 Participatory Monitoring and Evaluation (PM&E)

Participatory M&E is the practice of involving key stakeholders in the design and implementation of the M&E process. The Assembly will involve a wide range of stakeholders, including staff from relevant departments, programme/project beneficiaries, and development partners, in all aspects of the PM&E. Participatory Monitoring and Evaluation will be conducted periodically to assess whether interventions have met expected objectives.

The primary purpose of PM&E would be to:

- Ensure judicious use of resources
- Create an information base for future evaluations
- Identify problems and find solutions to them early
- Maintain good standards

The Assembly would use the following tools and methodologies to conduct PM&E:

- **Participatory Rural Appraisal (PRA)**: This will consist of a range of largely qualitative techniques employed by stakeholders to monitor and evaluate programme performance. The method will consist of a range of visuals, interviews, and group work. This technique will enable beneficiaries to express their view and share information.
- **Citizen Report Card**: This tool will be used by the MPCU to obtain summative feedback from citizens on the Assembly's performance in service delivery and the implementation of programmes and projects, to inform feedback.
- **Community Score Card**:
  The Community Score Card (CSC) process is a powerful tool for monitoring services, empowering citizens, and improving service providers' accountability. The scoring exercises provide citizens with the opportunity to analyse services, such as health or education, based on their personal perceptions. Citizens can encourage good work or express dissatisfaction. In a common collaboration between rights holders and duty bearers, service provision can be sustainably improved.
- **Public Expenditure Tracking Survey (PETS)**: These are surveys that measure the flow of funds at each point in the chain of public service delivery, from the Central Government to implement programmes and projects, as well as assessing local people's perceptions of

government services. Citizens are therefore involved in monitoring selected projects. PETS findings can provide evidence of corruption and be used for advocacy and campaigning.

The Municipal Planning and Coordinating Unit (MPCU) would consider the following steps in planning for PM&E:

- Deciding on the need for PM&E.
- Deciding on the PM&E method/tool to use.
- Identifying the key stakeholders and target beneficiaries.
- Identifying a lead facilitator.
- Determining the performance questions.
- Determining the resources and time available.
- Defining the Terms of Reference (TOR) for the lead facilitator or consultant.
- Training the MPCU to conduct PM&E.

Disseminating the results and implementing the findings and recommendations as part of the dissemination and communication process.

7.5 Knowledge Management and Learning

Knowledge Management

Knowledge Management and Learning are essential in preparing an effective Medium-Term Development Plan (MTDP). Knowledge Management involves collecting, organising, and using data, experiences, and best practices to inform decision-making.

Integrating these elements into the MTDP process would help the Assembly build on past experiences, make evidence-based decisions, and respond more effectively to development needs. It ensures the MTDP is not just a planning document but a practical, inclusive tool for sustainable local development. See Annexe 2 for the Assembly Management Mapping Matrix.

Competency Learning

In preparing the Medium-Term Development Plan (MTDP), the Assembly recognises the importance of building the right competencies among its staff and stakeholders. Competency learning focuses on equipping individuals with the knowledge, skills, and attitudes needed to effectively perform their roles in planning, implementation, and monitoring.

By strengthening capacities in data analysis, participatory planning, budgeting, and monitoring and evaluation, the Assembly ensures a more inclusive, evidence-based, and results-driven MTDP. This approach not only improves the quality of the plan but also enhances institutional performance and accountability in local development. See Annex 3 for the Competency matrix for Learning for the Assembly.

Knowledge Management and Learning Matrix

Knowledge Management and Learning are essential in preparing an effective Medium-Term Development Plan (MTDP). Knowledge Management involves collecting, organising, and using data, experiences, and best practices to inform decision-making.

Integrating these elements into the MTDP process would help the Assembly build on past experiences, make evidence-based decisions, and respond more effectively to development needs. It ensures the MTDP is not just a planning document but a practical, inclusive tool for sustainable local development. See Annex 2 for Knowledge Learning Matrix.

Competency Matrix for Learning

In developing the Medium-Term Development Plan (MTDP), the Assembly recognises the critical role of building the right competencies among its staff and stakeholders. Competency learning aims to equip individuals with the knowledge, skills, and attitudes necessary to plan, implement, and monitor development interventions effectively.

By enhancing capacities in key areas such as communication, problem-solving, and data analysis, the Assembly promotes a more inclusive, evidence-based, and results-oriented MTDP process. This approach strengthens the quality of the plan, boosts institutional performance, and reinforces accountability in local development. See Annex 3 for Competency Matric for Learning.

CHAPTER EIGHT
DEVELOPMENT COMMUNICATION STRATEGY

8.0 Introduction

A Development Communication Strategy is essential for promoting transparency, accountability, and participatory development within the MTDP framework. The strategy serves as a tool to facilitate the timely and accurate flow of information among the Municipal Assembly, stakeholders, and the general public throughout the planning, implementation, monitoring, and evaluation stages of development interventions.

The main aim of the communication strategy is to enhance stakeholders' understanding of development processes and outcomes, foster public participation, and ensure that citizens are well-informed and empowered to contribute to the municipality's development agenda.

8.1 Objectives of the Communication Strategy

- To promote stakeholder awareness and ownership of the MTDP and its implementation.
- To facilitate effective two-way communication between the Assembly and stakeholders.
- To disseminate M&E results and development outcomes in a timely and user-friendly manner.
- To solicit community feedback and integrate it into decision-making processes.
- To build public trust, enhance transparency, and foster accountability with stakeholders

8.2 Key Target Audiences

- General public (including community members and opinion leaders)
- Traditional authorities
- Assembly Members and Zonal Councils
- Civil Society Organisations (CSOs)
- Private Sector
- Development Partners (DPs)
- Central Government Institutions (NDPC, RCC, MDAs)
- Media

8.3 Communication Channels and Tools

Several communication channels will be used to reach the target audiences effectively, including:

- Community meetings and durbars
- Local radio and television broadcasts
- Municipal website and social media platforms
- Public notice boards and information centres
- Flyers, brochures, posters, and newsletters
- Stakeholder forums and town hall meetings
- Press briefings and media releases
- Quarterly and annual M&E reports

8.4 Feedback and Participation Mechanisms

To encourage citizen participation and feedback, the following mechanisms will be instituted:

- Suggestion boxes at the Assembly and key public locations
- Dedicated email addresses and phone lines
- Social media interaction (Facebook, WhatsApp groups)
- Periodic public consultations and community outreach programmes
- Participatory Monitoring and Evaluation (PM&E) exercises

8.5 Roles and Responsibilities

- The Municipal Planning Coordinating Unit (MPCU) will coordinate and lead all communication activities.
- The Information Services Department (ISD) will support content development, dissemination, and public sensitisation.
- The Municipal Assembly will ensure the availability of resources and institutional support for communication activities.

- Media houses and community information centres will serve as key partners in amplifying messages and mobilising public engagement.

8.6 Monitoring and Evaluation of the Communication Strategy

The effectiveness of the communication strategy will be reviewed regularly based on indicators such as:

- Level of stakeholder awareness and engagement
- Volume and quality of feedback received
- Media coverage and visibility
- Public participation in programmes and meetings
- Integration of community input into planning and implementation

Table 8.0: Communication Activity Matrix

Activity	Target Audience	Purpose	Method/Tools	Timeframe	Responsibilities
Submission of progress reports	NDPC, RPCU General Assembly	Reporting on MTDP implementation and M&E activities	Delivering written reports through the RPCU MCE's sessional address	Quarterly and annually	MCD/MPO
Public forum/town hall meetings	Community members, traditional authorities, CSOs, development partners, etc	Create awareness of the MTDP and Composite Budget.	Community durbars, focus group discussions, and visual and PowerPoint presentations	Quarterly	MCE/MCD MPO/MBO
Sensitisation and consultations	Sub-structure members (unit committees and zonal council members	Update and collect data on the implementation of the MTDP and the Budget	Meetings and workshops	Bi-annually	MPCU
General Assembly meetings	Assembly members and HODs, Traditional Authorities, CSOs	1. Get members to appreciate and make inputs into the MTDP 2. Update members on the status of implementation of the MTDP	MCE's sessional address, presentations, etc.	Quarterly	MCD/MCE/PM
Information sharing through electronic media	Internal and external stakeholders	Share information on the implementation of the MTDP	- NJSMA Web site - Social Platforms (Facebook, WhatsApp) - News Letters - Flyers - Media (radio Stations) - Notice Board	Weekly and Quarterly	MCE, MCD, MPO, MIS, ISD
MPCU and Development Planning Sub-committee meetings	Committee members	Facilitate in preparing the MTDP, track the implementation of the plan	- PowerPoint presentations and reports	Quarterly	MPO, MPCU

Source: NJSMA, MPCU, 2025.

LIST OF ANNEXES

Annex 1: Pairwise Ranking of Development Issues

DEVELOPMENT ISSUES	Poor solid waste management	Youth unemployment	Flooding	Poor road network	Inadequate police facilities and rising crime	Inadequate boreholes	Poor classroom blocks	Poor health facilities	Poor Zonal Council offices	Inadequate public and household toilets	Inadequate public spaces	**SCORE**	**RANK**
Poor solid waste management		1	0	1	1	1	1	0	1	0	1	7	2nd
Youth unemployment	0		1	1	1	1	1	1	1	1	1	9	1st
Flooding	1	0		1	1	1	1	1	1	1	1	9	1st
Poor road network	0	0	0		1	1	1	1	1	0	1	6	3rd
Inadequate police facilities and rising crime	0	0	0	0		0	0	0	0	0	0	0	7th
Inadequate boreholes	0	0	0	0	1		1	1	1	1	1	6	3rd
Poor classroom blocks	0	0	0	0	1	0		0	0	1	1	3	5th
Poor health facilities	1	0	0	0	1	0	1		1	0	1	5	4th
Poor Zonal Council offices	0	0	0	0	1	0	1	0		0	1	3	5th
Inadequate public and household toilets	1	0	0	1	1	0	0	1	1		1	6	3rd
Inadequate public spaces	0	0	0	0	1	0	0	0	0	0		1	6th

Annex 2: Knowledge Mapping Matrix

Knowledge Area	Knowledge Holders	Knowledge Sources	Knowledge Gaps
Governance and administration	Edward Abazing, Godson Yankah Asiamah	Manual for Good Governance and Development at the Local Level	Emerging governance framework and digital governance innovations courses are needed
Expenditure management and control	Murtala Alhassan	Public Financial Management Act, 2016 (Act 921).	Advanced knowledge of Risk Management and auditing techniques is needed.
Revenue mobilisation	Murtala Alhassan	dLRev Operational Guide	Limited knowledge of diversified revenue sources and local revenue forecasting
Local Economic Development	Iris Dalaba	LED manual, Local Economic Development Policy	Additional skills in integrating Local Economic Development strategies into planning processes are needed.
Budget Preparation	Francis Doe – Glah, Linda Larbi	Budget preparation guidelines	Application and Use of the Government Chart of Accounts in Budgeting is needed.
Decentralisation and Local Governance	Iris Dalaba	Local Government Act, Act 936 of 2016, 1992 Constitution, Popular Participation Manual	Understanding of current decentralisation policies
Project Management	Kobina Takyi Sam, Christian Tetteh, Francis Torsoo Edward Abazing	Project Management Manuals, Training	Refresher and Advanced Training in Project Management
Environment and Natural Resources	Emmanuel Tetteh, Christian Tetteh, Ahiabu Emmanuel	Environmental Protection Authority (EPA) Manuals and Toolkits	Integrated Environmental Planning World Bank's environmental and social policy frameworks
Vulnerability and Gender Mainstreaming	Josephine Djokoto	Gender Mainstreaming and NDC Toolkit, GBV Training Manual	Training needed on Climate Vulnerability Mapping Tool and Gender mainstreaming
Environmental and Climate Resilience	Emmanuel Tetteh, Agnes Dela-Edem	EPA, National Adaptation Plans	Inadequate data and early warning systems to inform planning and response, and Limited public awareness strategies for promoting environmental responsibility
Youth participation in governance and Stakeholder Engagement	Iris Dalaba, Jane Gyekye, Tharzia Numako Akwetey, Mustapha Haruna,	NYA Youth Engagement Frameworks, Youth Engagement Toolkits	Innovative tools and approaches are needed to sustain active youth participation.
Youth Parliaments and Organising Youth Parliamentary Sittings	Evelyn Lotsu	Manual for NYA on setting up local youth parliamentary bodies.	Insufficient knowledge of parliamentary standing orders
Data analysis	Joseph Koranteng, Iris Dalaba, Christian Tetteh	Statistical Analysis Software, Data Collection Tools and GIS and Spatial Data Analysis Tools	New Tools Needed
Monitoring and Evaluation (M&E)	Iris Dalaba	M&E manual and plan	Limited capacity for the use of GIS and advanced data collection tools
Performance Appraisal	Mary Labi, Edward Abazing, Godson Asiamah	Performance contract, HR policy documents.	Understanding of Performance Indicators

Disaster Risk Management	Ransford Aboakye, Millicent Akuamoah	NADMO Reports and Disaster Profiles, Disaster Management Plans and DRM Training Manual	Advance knowledge in hazard mapping, vulnerability analysis, risk profiling, early warning, preparedness and climate adaptation.
Service Delivery Standards	Mary labi, Iris Dalaba, Patricia Zormelo	Service Delivery Charter, Protocols,	Limited knowledge on **the** monitoring of service delivery standards

Annex 3: Competency Matrix for Learning

Competency	Training Program	Evaluation Criteria	Knowledge Objectives
Communication skills	Effective Communication and Advocacy Workshops	Feedback	Improve public speaking, report writing, presentation skills and stakeholder engagement.
Team building	Capacity building on collaborative Work and Team Effectiveness	On-the-job evaluation	Enhance collaboration between departments
Problem-Solving	Applying Problem-Solving and Decision-Making tools in development planning	Performance Assessment	Applying analytical tools, scenario planning, and developing innovative solutions to problems
Data Collection and Analysis	Training on Quantitative and qualitative data collection methods	Performance Assessment	A scientific way to interpret results and outcomes in reporting
Leadership	Leadership programme	Feedback	Develop Team Management Skills
Interpersonal Skills	Transformational Leadership workshop	Follow-up assessment	Maintain positive relationships
Organizational skills	Relationship Management programme	Follow-up assessment	Improve work planning
Customer Service	Customer service, citizen feedback mechanisms, service charters	Feedback	Learn techniques to deliver timely, responsive, and respectful public services.

Annex 4: M&E Work Plan

S/NO.	ACTIVITIES	TIME FRAMES				ACTORS	BUDGET GH₵			
		2026	2027	2028	2029		2026	2027	2028	2029
1.	**M&E Plan preparation**									
	DMTDP Stakeholders Review meeting to review or select indicators	Mid-Feb.	Mid-Feb	Mid-Feb	Mid-Feb	MPCU	1,600	1,700	1,800	1,900
2.	**Implementation monitoring**									
	Field visit to prepare the monitoring checklist.	Mid-Jan.	Mid-Jan	Mid-Jan	Mid-Jan	MPCU	2,100	2,200	2,300	2,400
	Review meetings	Qtly	Qtly	Qtly	Qtly	MPCU	1,800	2000	2,200	2,300
3.	**Preparation of M&E Reports**									
	Preparation and submission of quarterly progress reports	Qtly	Qtly	Qtly	Qtly	MPCU	300	400	500	600
	Data collection	Annually	Annually	Annually	Annually	MPCU	2,200	2,300	2,400	2,500
	Data collation	Annually	Annually	Annually	Annually	MPCU	2,000	2,100	2,200	2,300
	Data analysis	Annually	Annually	Annually	Annually	MPCU				
	Prepare & submit monthly reports to all Stakeholders	Monthly	Monthly	Monthly	Monthly	MPCU	1,200	1,300	1,400	1,500
	Prepare & submit quarterly reports.	Qtly	Qtly	Qtly	Qtly	MPCU	1,100	1,100	1,200	1,250
	Prepare & submit mid-year report.	June	June	June	June	MPCU	500	550	600	650
	Prepare & submit annual M&E progress reports.	Jan	Jan	Jan	Jan	MPCU	500	600	650	700
	Organise APR validation workshops	Mid-Jan.	Mid-Jan	Mid-Jan	Mid-Jan	MPCU	2,200	2,250	2,300	2,400
	Print APR	Jan	Jan	Jan	Jan	MPCU	200	250	260	280
TOTAL							**15,700**	**16,750**	**17,810**	**18,780**
GRAND TOTAL							**GHC69,040.00**			

Annex 5: M&E Calendar

M&E ACTIVITIES	**TIME FRAME**															
	2026				**2027**				**2028**				**2029**			
	1st Qtr	**2nd Qtr**	**3rd Qtr**	**4th Qtr**	**1st Qtr**	**2nd Qtr**	**3rd Qtr**	**4th Qtr**	**1st Qtr**	**2nd Qtr**	**3rd Qtr**	**4th Qtr**	**1st Qtr**	**2nd Qtr**	**3rd Qtr**	**4th Qtr**
M&E Plan preparation																
Review or selection of indicators	17th Feb				16th Feb				14th Feb				15th Feb			
Workshop on indicator review																
Implementation monitoring																
Field visits	15th Jan				15th Jan				17th Jan				16th Jan			
Review meetings	10th Mar				9th Mar				10th Mar				12th Mar			
Preparation of M&E Reports																
Preparation and submission of quarterly progress reports	13 Jan	10th Apr	14th July	13th Oct	11th Jan	12th Apr	13th Jul	12th Oct	10th Jan	11th Apr	14th Jul	11th Oct	10th Jan	10th Apr	13th Jul	12th Oct
Data collection	8th Jan				6th Jan				6th Jan				8th Jan			
Data collation	9th Jan				12th Jan				11th Jan				9th Jan			
Data analysis	9th Jan				12th Jan				11th Jan				9th Jan			
Organise APR validation workshops	21st Jan				20th Jan				19th Jan				24th Jan			
Internal review of draft APR																
Print APR	20th Feb				19th Feb				22nd Feb				20th Feb			
Dissemination and communication of M&E Results																
Final APR submitted to RCC/NDPC	20th Feb				19th Feb				23rd Feb				21st Feb			
Organise APR dissemination workshops	3rd Mar				3rd Mar				2nd Mar				2nd Mar			
Distribution of APR																

Annex 6: M&E Budget

Item	Activities	Inputs	Qty	Freq.	Unit Cost GHC	Total GHC
Capacity Building in M&E	Capacity building for 11 MPCU members and other HODs	Facilitators	3	8	150	3600
		logistics	4	4	70	1120
		Conference package	20	4	45	3600
		travel	20	4	30	2400
Sub-total						**10,720**
Data collection, collation, analysis, validation and dissemination	Field visits by MPCU	Logistics	4	20	200	16000
	Data analysis	Conference package	11	12	25	3300
Sub-total						**19300**
Annual Progress Report (APR) and Quarterly Progress Reports	Organise workshops to prepare APR	logistics	1	4	1700	6800
		printing	1	4	1000	4000
		Conference package	10	4	45	1800
Sub-total						**12600**
Dissemination of APRs	Hold M&E Dissemination workshops.	Conference package	50	4	45	9000
		printing	1	4	500	2000
		Travel	50	4	30	6000
	Distribution of written reports and presentations at Sub-committees and General Assembly meetings	Printing	4	4	150	2400
	Submission of Quarterly and Annual Progress reports to RCC&NDPC	Travel	4	5	70	1400
Sub-total						**20800.00**
GRAND TOTAL						**63,420.00**

Annex 7: Public Hearing and Adoption Report on Draft MTDP

<table>
<tr><td colspan="2">Name of Municipality</td><td colspan="2">New Juaben South Municipal Assembly</td></tr>
<tr><td colspan="2">Region</td><td colspan="2">Eastern</td></tr>
<tr><td colspan="2">Name of Zonal Councils</td><td colspan="2">Adweso, Srodae, Nsukwao, Anlo Town, Betom, New Town, Old Estate, Oguaa.</td></tr>
<tr><td colspan="2">Venue</td><td colspan="2">Ascension Presby Hall, Koforidua</td></tr>
<tr><td colspan="2">Date</td><td>17th October, 2025</td><td>Time: 10:00 am</td></tr>
<tr><td></td><td></td><td></td><td></td></tr>
<tr><td>S/N</td><td>Report Description</td><td>Activity Report</td><td>Remarks</td></tr>
<tr><td>a</td><td>Medium of Invitation</td><td>• Letters were used to invite the participants.
• Letters were printed and dispatched.
• Radio Announcements
• Information Van announcements</td><td>Multiple communication channels were used to invite stakeholders</td></tr>
<tr><td>b</td><td>Name of Special/Interest Groups/Individuals Invited</td><td>• Traditional Council
• People With Disabilities
• Youth Groups (BBF, DMAC, AFES, YP)
• Unit Committee Members
• Assembly members
• Transport Unions
• Media
• Security Agencies
• CSO (STAR Ghana Foundation)
• Religious Bodies
• Political Parties
• Member of Parliament
• Women Groups</td><td>Invitations targeted diverse stakeholders</td></tr>
</table>

c	Identifiable Representations at Hearing	The identifiable personalities at the hearing were Assembly Members, Unit Committee Members, Religious Groups, Zonal Council Chairpersons, Traditional Authorities, Religious Bodies, Youth Groups, CSO (STAR Ghana Foundation), Media, GPRTU Transport Union, and Community Members.	Attendance at the hearing was commendable.
d	Total Number of persons	216 persons attended with 144 males and 77 females	Attendance was satisfactory
e	Gender Ratio/Percentage	The gender percentage was 33.3% for females and 66.7% for males	Gender representation at the hearing was imbalanced
f	Language Used at Hearing	Twi and English were used as the medium of presentation and discussions	The primary language spoken in the municipality is Twi
g	Major Issues Raised	The major issues raised were: Security and Lighting; Sanitation and Waste Management; potholes; Equity in Project Distribution; efforts to address unemployment not clearly stated; and industrialization.	Clearer strategies were required.
h	Main Controversies	There was no main controversy during the hearing, as the plan preparation team's processes were thorough and participatory.	The atmosphere was peaceful.
i	Proposal for Resolution of the Controversies	Not Applicable	
j	Unresolved questions or Queries	All questions were resolved	All questions were addressed

			during the hearing.
k	The level of Unresolved problems that are going to be resolved	No unresolved problems	
l	Comment on the General Level of Participation	In general, participation was good. The Assembly members and participants were keen to make input to bring development to their areas. The public was enthused with the whole process. They showed so much interest and contributed to the discussions.	Adequate preparation and stakeholder support yielded meaningful engagement and outcomes.

S/N	NAME	DESIGNATION	SIGNATURE
1.	Hon. Ransford Owusu Boakye	Municipal Chief Executive	
2.	Edward Abaazing	Municipal Coordinating Director	
3.	Iris Dalaba	Municipal Planning Officer	

Annex 8: References

- National Development Planning (System) Regulations 2016, L.I. 2232
- NDPC, Guidelines for Preparing 2026-2029 MTDP
- L.I. 2411 Public Financial Management (Public Investment Management) Regulations, 2020.
- Medium - National Development Policy Framework, 2026-2029, April 2025, NDPC.
- Local Governance Act, 2016 (Act 936)
- Sustainable Cities Strategy for Ghana, Greener, resilient, more inclusive, and prosperous urban growth, The World Bank IBRD.IDA, 2025
- A Guide to District Assemblies in Ghana, ILGS, ©Friedrich-Ebert-Stiftung Ghana, November 2010. www.fesghana.org.
- New Juaben South Municipal Assembly MTDP 2022-2025.
- New Juaben South Municipal Assembly 2024 Annual Progress Report
- Climate-Vulnerability Assessments for New Juaben South Municipal Assembly Phase III Draft Report, by: Foresight Planners Africa Limited, EPA/IISD/ NAP GLOBAL NEWTWORK
- New Juaben South Municipal Assembly Multidimensional Poverty Report, Ghana Statistical Service, May 2024.
- New Juaben South Municipal Assembly Population and Housing Census Report, 2021.
- New Juaben South Municipal Assembly Situational Analysis Report of Spatial Development Framework by Global Development Associates, March 2025.
- NJSMA- Disaster Management Plan, 2025
- Koforidua Technical University, Faculty of Built and Natural Environment, Department of Building Technology, First Semester Planning Seminar (Plc 253): 2022/2023 Assignment: Rural Settlement Planning (Community Profiling- Nyamekrom), 2023
- Koforidua Technical University Faculty of Built and Natural Environment Integrated Development Planning, First Semester Planning Seminar (Plc 253): 2024: Assignment: Rural Settlement Planning (Community Profiling- Densuano).
- M&E Guidelines