SUHUM MUNICIPAL ASSEMBLY

2026-2029

REVISED MEDIUM TERM DEVELOPMENT PLAN

PREPARED UNDER THE

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

SUBMITTED TO:
NATIONAL DEVELOPMENT PLANNING COMMISSION
ACCRA

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LIST OF ABBREVIATIONS

AAP	Annual Action Plan
AIDS	Acquired Immune Deficiency Syndrome
CBOs	Community Based Organizations
CBR	Crude Birth Rate
CDR	Crude Death Rate
CSOs	Civil Society Organizations
DACF	Municipality Assembly Common Fund
DAs	District Assemblies
DDF	District Development Facility
DMTDP	Municipality Medium Term Development Plan
DoP	Department of Planning
DPs	Development Partners
EIA	Environmental Impact Assessment
EU	European Union
ERCC	Eastern Regional Coordinating Council
ERPCU	Eastern Regional Planning Co ordinating Unit
GIZ	German International Development
GPRS I	Ghana Poverty Reduction Strategy
GPRS II	Growth and Poverty Reduction Strategy II

GSGDA	Ghana Shared Growth and Development Agenda
HIPC	Highly Indebted Poor Countries
HIV	Human Immune deficiency Virus
ICT	Information and Communication Technology
LED	Local Economic Development
M&E	Monitoring and Evaluation
MBA	Municipal Budget Analyst
MCD	Municipal Coordinating Director
MCE	Municipal Chief Executive
MDAs	Ministries, Departments and Agencies
MDG	Millennium Development Goals
MFO	Municipal Finance Officer
MHIS	Municipality Health Insurance Scheme
MLGRD	Ministry of Local Government and Rural Development
MPCU	Municipal Planning Coordinating Unit
MPO	Municipal Planning Officer
MTDPF	Medium Term Development Policy Framework
MTDP	Medium Term Development Plan
MTEF	Medium Term Expenditure Framework
NCCE	National Commission on Civic Education

NDPC	National Development Planning Commission
NGO	Non-Governmental Organization
PA	Planning Authority
PoA	Programme of Action
POCC	Potentials, Opportunities, Constraints and Challenges
RCC	Regional Co ordinating Council
RPCU	Regional Planning Co ordinating Unit

FOREWORD

Section 82 sub section 1 of the Local Governance Act 2016, Act 936 establishes the District Assembly as a planning authority whilst Section 2 Sub Section 1 of the National Development Planning (System) Act ,1994 Act 1994 act 480 designates the planning function to the District Assemblies and provides guidelines for the assemblies to follow in planning.

It is in fulfillment of these obligations that the Municipality prepared the Medium-Term Development Plan (DMTDP) based on the current policy of the Reset Agenda for the period 2026 to 2029.

The general development focus for the municipality for the period 2026-2029 is: Infrastructure development to facilitate the growth and performance of the private sector. Improvement in basic social facilities and services with emphasis on health, potable water supply, sanitation, education, sports, the vulnerable and disaster prevention. Improve the effectiveness and efficiency of public institutions; promote Local Economic Development, and improvement in revenue generation and management among others.

It is expected that by the end of the plan period and with availability of the proposed financial resources to implement the proposed interventions, the following expected output would be achieved: Improve access roads to some communities and the production centers, increase educational infrastructure and qualified teachers, Enhance regular supply of potable water, Expand electricity supply in the municipality, Increase support for the development of small and medium scale enterprises, Improve internal revenue generation of the Assembly, Increase support for the vulnerable and the excluded among others.

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The MPCU is very grateful to the Municipal Chief Executive and the Municipal Coordinating Director who supervised and provided the needed financial and material support for the preparation of the plan.

Again, MPCU wishes to thank the people of Suhum, especially all those who made submissions to the Planning Unit through letters, face to face discussion, public hearings and interviews.

Finally, the MPCU cannot thank the Regional Economic Planning Unit and the NDPC enough for providing the much-needed technical support and guidance without which the plan preparation would not have been possible.

May the Lord bless you all!

EXECUTIVE SUMMARY

Background

The Municipality Medium Term Development Plan (DMTDP) covers a four-year period spanning from 2026 to 2029. The planning process is based on the principle of bottom-up, grassroots community participation in the planning and decision-making processes and the direct results of the Local Development Plans (LDP) of the three Zonal Councils.

The Section 2(1a) of the National Development Planning (System) Act 1994, Act 480 enjoins the districts as Planning Authority established under the Local Governance Act 2016, Act 936 to 'initiate and prepare the district development plans and settlement structure plans in the manner prescribed by the Commission and ensure that the plans are prepared with full participation of the local community'. The Section 1 to 6 of the National Development Planning (System) Regulation 2016, L.I 2232 also prescribe the processes of preparing and approving District Medium Term Development Plan (DMTDP) in line with the guidelines issued to that effect by the National Development Planning Commission (NDPC).

The 2026-2029 DMTDP of the Suhum Municipal Assembly has thus been prepared in line with the plan preparation guidelines issued by the NDPC and within the National Medium Term Development Policy Framework (NMTDPF) and in line with the vision of the Assembly which is to become an environmentally friendly and economically viable Municipality with adequate and accessible amenities for the people to actualize their dreams and enjoy peaceful coexistence.

Processes involved

Consistent with the guidelines from NDPC, a participatory and bottom-up approach was adopted throughout the preparation of the Plan. Both the Municipal Planning Coordinating Unit (MPCU) and its Technical Sub-Committee made up of the Coordinating Director, Planning Officer, Engineer, Budget Officer, Physical Planning Officer, Agric Director, Education Director, Health Director, Social Welfare and Community Development Director, NADMO Director, and Environmental Health Officer actively engaged all stakeholders including Assembly Members, Unit Committees, Traditional Authorities, Civil Society Organizations and identifiable interest groups at the electoral area level.

Other stakeholders involved were Private Sector operators, Research Institutions, Departments, Agencies and Units in the Municipality. The plan preparation Technical Sub-Committee collaborated with key stakeholders in the municipality to collect both primary and secondary data, analyzed the data and proposed plans and formulated strategies based on the NMTDPF (2026-2029) with technical backstopping from both the RCC and NDPC.

The involvement of the stakeholders ranged from stakeholder consultation meetings, focused group discussions, administration and completion of guided questionnaires, project inspection, data validation meetings and holding of two public hearings. The first public hearing was used to update stakeholders on the results from analysis of the current situation as well as validate primary data that had been collected while the second major hearing was held to present and discuss the Municipal development options and Programme of Action. The draft plan was subsequently validated and adopted by the General Assembly at the second major public hearing.

Key Issues

The key development issues identified from the needs assessment and performance review that need to be addressed in the current plan included the following among others:

- Low revenue mobilization
- Low level of local economic development promotion
- Low level of Agro -processing
- High rate of post-harvest loses due to poor roads and lack of market
- Inadequate market infrastructure
- Inadequate or poor educational facilities at all levels
- Poor access to quality health care
- Inadequate sanitation facilities at basic schools
- Poor Academic Performance
- High rate of youth unemployment
- Inactive sub-municipality structures
- Limited number of women in decision making positions
- High level of insecurity and increase in crime rate

DMTDP Goals

Programmes, projects and activities outlined covered five (5) goals and aligned with the NDPF 2026-2029. The goals areas include: Build a resilient economy for all, protect natural and built environment, Create equal opportunities for all, maintain a stable, united and responsive local governance and foster diaspora engagement.

Strategies of Plan implementation

Strategies of Plan implementation will include; Participatory planning, implementation, monitoring and evaluation, Complementarity in programme design, Mainstreaming of cross cutting issues (gender, disability, vulnerability etc.), proposals writings and Institutionalization of community self-help project concept in critical areas of (education, health, sanitation, water)

The general development focus for the Suhum Municipal Assembly for the period 2026-2029 is:

- Infrastructure development to facilitate the growth and performance of the private sector.
- Improvement in basic social facilities and services with emphasis on health , potable water supply, sanitation, education, sports, the vulnerable and disaster prevention.
- Promotion of local economic development
- Improve the effectiveness and efficiency of public institutions; promote public/private partnership for mutual benefit and development, and improvement in revenue generation and management.
- Natural resources management in an environmentally friendly manner.

It is expected that by the end of the plan period and with the availability of the proposed financial resources to implement the proposed interventions, the following expected output would be achieved:

1. Improve access roads to some communities and the production centers
2. Increase educational infrastructure and qualified teachers
3. Enhance regular supply of potable water
4. Expand electricity supply in the Municipality
5. Improve access to credit facilities and LED activities in general
6. Increase support for the development of small and medium scale enterprises
7. Ensure effective spatial development control
8. Increase support for the vulnerable and the excluded

9. Improve internal revenue generation of the Assembly
10. Reduce the high prevalence of HIV and AIDS pandemic in the municipality
11. Increase agricultural productivity
12. Improve tourism development

Implementation Cost

The projected cost of implementing the current plan from 2026 – 20229 is estimated at **One Hundred and Fifty-Four Million, Four Hundred and Eighty-Seven Thousand, Nine Hundred Ghana Cedis (GH¢154,487,900)**. About 65% is expected to be funded from the Government of Ghana (GoG), 25% from Internally Generated Fund (IGF) while the rest is expected to come from Development Partners of the Assembly. As outlined in the indicative financial strategy, the Assembly will vigorously explore the various options such as proposal writing in implementing most of the projects to ease the burden on GoG funds.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

Chapter one outlines the foundational context for the preparation of the Medium-Term Development Plan (MTDP) 2026–2029 for the Suhum Municipal Assembly. It presents the legal and institutional framework, including the Assembly's vision, mission, mandate, core values, and functions. Additionally, the chapter describes the organizational structure of the Assembly. The MTDP 2026–2029 is organized into eight main chapters, systematically designed to address the **municipality's** development priorities in alignment with national policy frameworks and the aspirations of local stakeholders.

1.1 Background of Suhum Municipal Assembly

The Suhum Municipality was carved out of the former Suhum-Kraboa-Coaltar municipality in in March 2012 under the Local Government Act 462, 1998 by the Legislative Instrument (L.I) (L.I.) 2048. It operates under the authority of the Local Governance Act, 2016 (Act 936), which grants it legislative, deliberative, and executive powers to plan and implement development initiatives at the local level. As mandated by the National Development Planning (System) Regulations, 2016 (LI 2232), the Municipal Assembly is required to prepare a Medium-Term Development Plan to guide its development agenda over a four-year period. The Assembly is responsible for initiating, coordinating, monitoring, and evaluating development programmes and projects aimed at enhancing human, physical, and financial capacities for improved service delivery.

1.1.1 Vision, Mission, Core Values, Mandate, and Functions

Vision

The Suhum Municipal Assembly aspires to become an environmentally friendly and economically viable with adequate and accessible amenities for the people to actualize their dreams and enjoy peaceful coexistence.

Mission Statement

The Suhum Municipal Assembly exists to constantly upgrade the quality of life of the people in the Municipality through efficient mobilization and utilization of resources within an effective participatory local Governance framework.

Core Values

The Assembly upholds the following core values:

- Participation: Inclusive engagement of all relevant stakeholders in planning, implementation, monitoring, and evaluation.
- Professionalism: Application of appropriate skills, competencies, and best practices in service delivery.
- Client Focus: Delivery of accessible, affordable, and timely services that meet the needs of citizens.
- Transparency: Ensuring open access to timely and accurate information on decisions and activities.
- Efficient Use of Resources: Optimal use of human, financial, and material resources for timely and quality service delivery.
- Accountability: Upholding responsibility for actions and ensuring citizens are informed on the use of public resources.

Mandate

The mandate of the Municipal Assembly is to promote the overall development of the Municipality and improve the quality of life of its residents.

Functions

As outlined in Sections 12 and 13 of the Local Governance Act, 2016 (Act 936), the core functions of the District Assembly include:

- Development Planning: Prepare and submit development plans and budgets through the Regional Coordinating Council (RCC) to the relevant central government agencies.

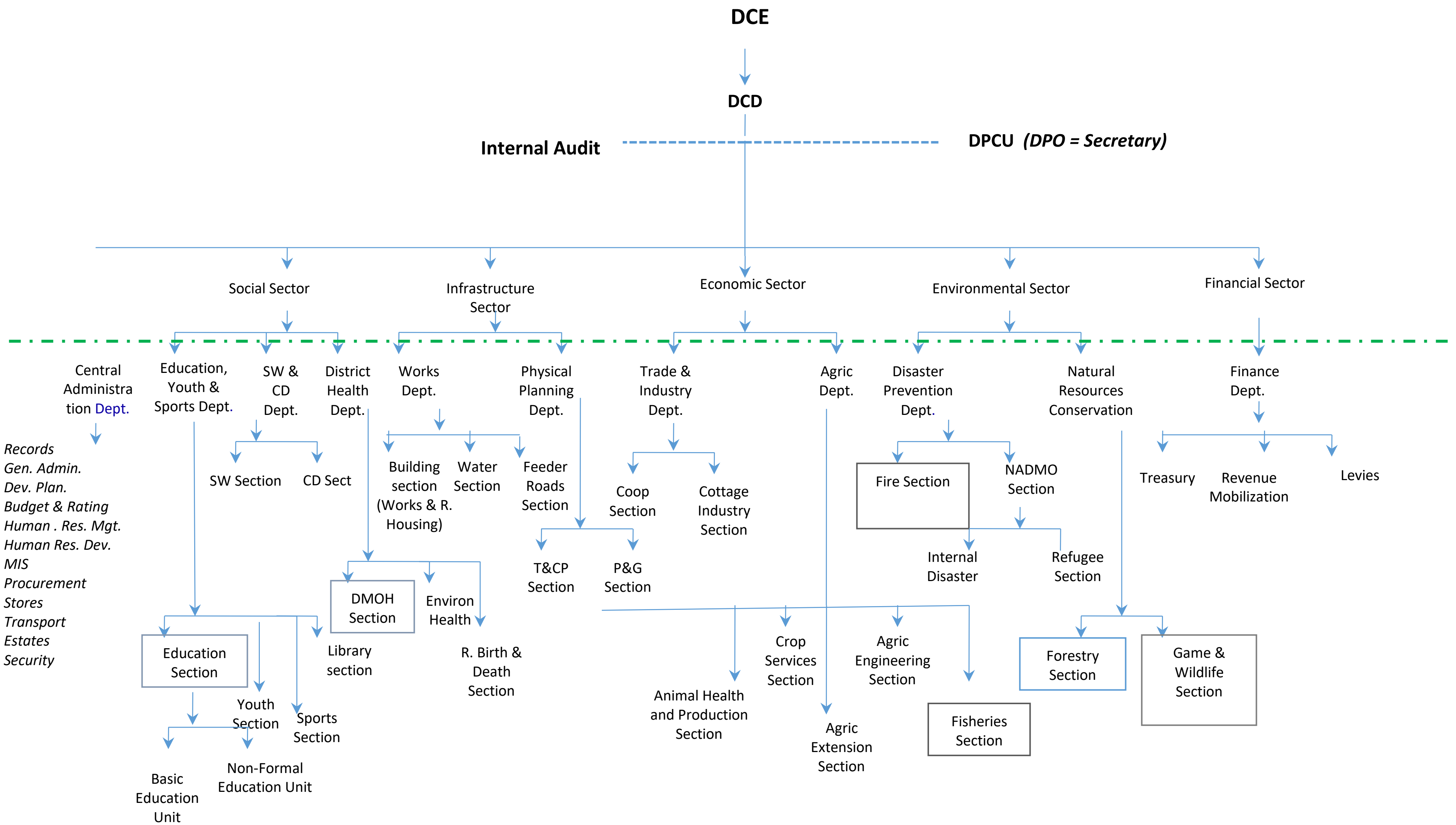
- ❖ Policy Formulation and Implementation: Develop and implement strategies for the mobilization and utilization of resources.
- ❖ Infrastructure Development: Initiate and manage projects for the construction and maintenance of basic infrastructure and public services.
- ❖ Environmental and Human Settlement Management: Oversee physical planning, environmental sustainability, and orderly human settlement.
- ❖ Public Safety and Security: Collaborate with security agencies to ensure peace and safety within the district.
- ❖ Access to Justice: Facilitate access to courts and tribunals to promote fairness and equity.

The Assembly's legislative and executive authority empowers it to take decisions and implement actions that shape the district's development trajectory.

1.2 The Administrative Structure of the District Assembly

The Suhum Municipal Assembly operates through a decentralized administrative structure composed of departments that oversee day-to-day operations and support planning, programming, budgeting, and service delivery. The Municipality currently has 12 out of the 13 mandatory departments stipulated under Act 936. These are: Finance, Education Youth and Sports, Social Welfare and Community Development, Works, Physical Planning, Agriculture, Health, Disaster Prevention, Human Resource, Administration, Trade and Industry, Urban Roads. The existing structure is designed to facilitate effective coordination and implementation of development programmes across various sectors, as indicated in figure 1.1.

Figure 1.1 presents the organizational structure of the Assembly



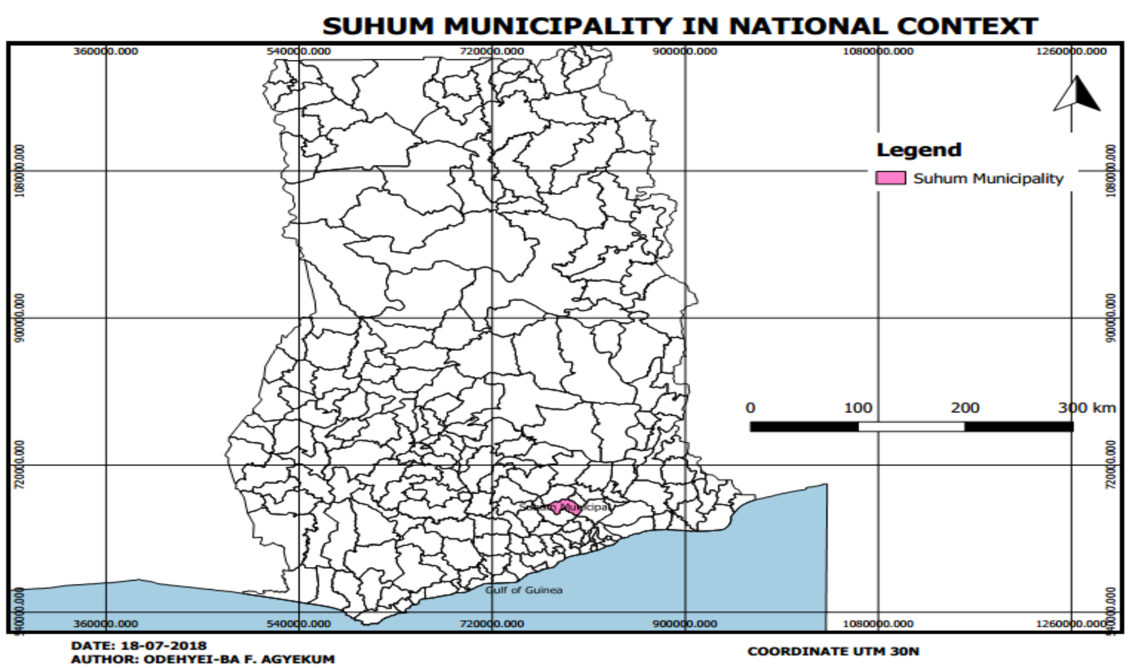
1.3 Location and Size

The Suhum Municipality is located in the south-central part of the Eastern Region of Ghana and covers a land area of about Three Hundred and Fifty-Eight Square Kilometers ($358km^2$). It is bounded to the North-East by the New Juaben North Municipality, East Akim Municipality to the North, Ayensuano Municipality to the west and south, and Akuapim North Municipality to the east. The capital, Suhum, is only sixty kilometers (60km) northwest of Accra on the busy Accra-Kumasi-Tamale-Ouagadougou Highway.

Its location makes it very attractive for traders in both primary and manufactured goods and an ideal place for dairy farming, because of the nearness to Accra and Tema, the largest market in the country.

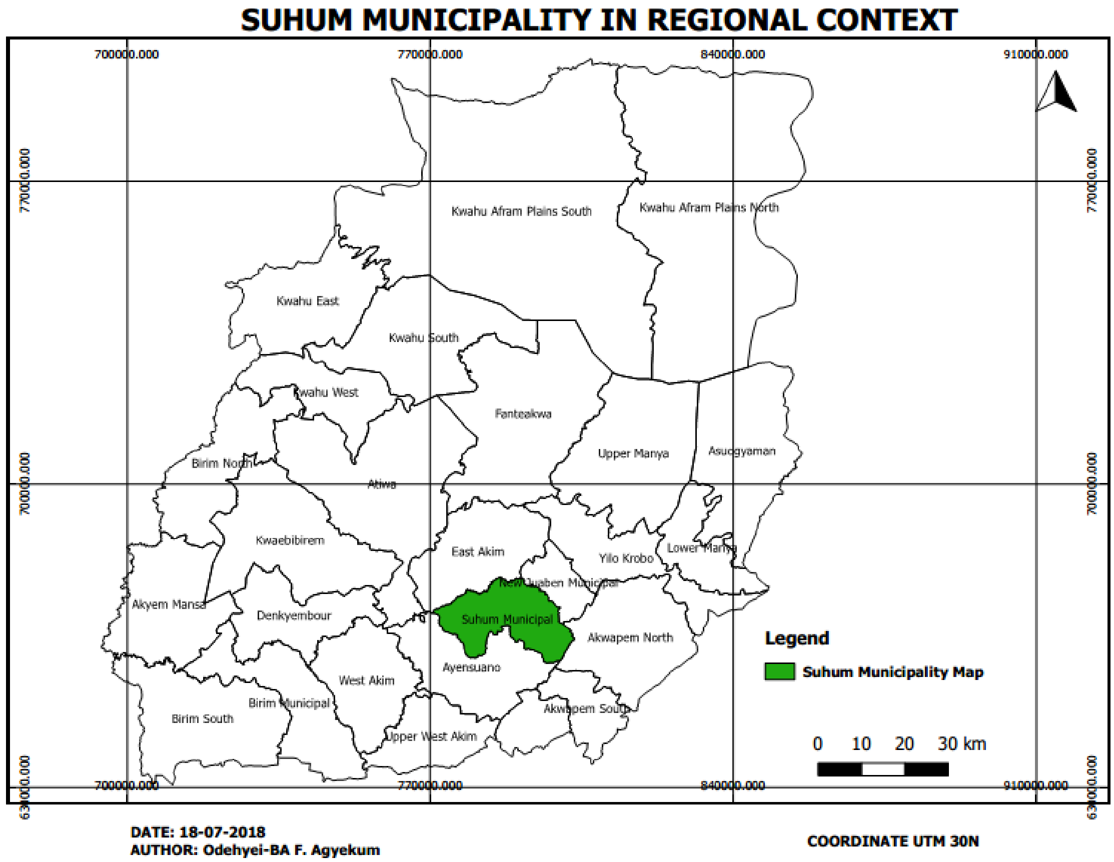
With the completion of the dualization of the Accra-Apedwa Highway, travelling time from Suhum to Accra will be reduced to about forty-five (45) minutes making Suhum a ‘dormitory’ town to Accra and this can also result in the development of real estate.

Figure 1.2: Suhum Municipality in National Context



Source: Physical Planning Department, 2024.

Figure 1.3: Suhum Municipality in Regional Context



Source: Physical Planning Department, 2024.

1.4 Structure of the plan

This plan is divided into seven chapters. Chapter One encompasses general introduction including the vision, mission, functions, mandate, core values and organogram of the Suhum municipality. Chapter Two presents the situational analysis including performance review, financial review, analysis of existing conditions with adequate spatial expressions, list of development issues (Strengths, and estimated future development needs**)**. Chapter Three, highlights the processes of prioritization and the prioritized development issues of the Municipal Assembly.

Chapter Four covers statement of development goals, objectives, and strategies of the district linked to the national objectives to achieve the overall development goals of the district. Chapter Five elaborates the composite Programme of Action as well as the Programme financing. It gives a broad view of the programmes intended for implantation, the required resource and revenue generation measures. In addition, the chapter considered the Strategic Environmental Assessment of formulated programmes.

Chapter Six explores the breakdown of the broad programmes into individual projects contained in the Annual Action Plans for the four-year period (2026-2029). In addition, a brief narration on the implementation of the Annual Action Plans.

Chapter Seven gives a clear strategy to monitor and evaluate the programmes contained in the Plan. It includes an analysis of various stakeholders and indicators carefully selected for tracking implementation of the MTDP. Further, the chapter contains a brief narrative on intended evaluations over the plan period and a knowledge management and learning framework adopted in enhancing planning, decision-making, implementation, and reporting.

Chapter Eight discusses development communication strategies with well-defined communication channels for specific targeted audiences and communication messages for MTDP dissemination by the Assembly to communicate the plan to Stakeholders and other relevant bodies in the Municipality.

CHAPTER TWO

SITUATIONAL ANALYSIS OF CURRENT SITUATION

2.0 Introduction

This section provides a brief description of the current state of affairs of Suhum Municipality and development implications for the future using maps, tables, charts and other pictorial representations. The section also includes analysis of the nature of current development issues facing the Municipality that needs to be rectified to achieve the municipality development goals and objectives. The analysis shows clearly the causes, effects and their implication for municipality and national development. This section also reflects the spatial context of the issues.

2.1 Performance Review of MTDP 2022-2025

Consistent with the planning guidelines, the Assembly's performance in the implementation of the 2022-2025 Medium Term Development Plan, under the Agenda for Jobs Creation was reviewed to ascertain progress made, relevant lessons learnt and way forward for the ensuing DMTDP. The source of information for the review comprised monitoring reports, evaluation reports, progress reports and baseline study reports.

The review was conducted by meetings with the relevant stakeholders including Sub Structures to collect and collate relevant data to ascertain their levels of achievement for the plan period. In Addition, it identified critical implementation gaps, operational challenges, and key lessons learned over the plan period. These insights have provided valuable input for the prioritization and alignment of development needs and aspirations, which are further elaborated in Chapter 4 of this Plan. Table 2.1 shows the levels of achievement of set targets for the various departments based on the Development Dimensions.

Table 2.1: Highlights Performance of the Implementation of DMTDP 2022-2025

DEVELOPMENT DIMENSION	INDICATOR		BASELINE (2021)	2022-2025 MTDP TARGET	CUMMUNLATIVE ACHIEVEMENT		REMARKS
					Year	Data	
ECONOMIC DEVELOPMENT	Percentage of IGF revenue generated		82%	95%	2024	83%	Data on the indicator was available for 2024
	Percentage change in agricultural production:	Maize	32%	50%	2024	49%	Data on the indicator was available for 2024
		Rice	12%	18%	2024	10%	
		Cassava	65%	70%	2024	65%	
		Cocoyam	25%	30%	2024	31%	
		Plantain	50%	60%	2024	50%	
		Sheep	8%	10%	2024	9%	
		Goats	8%	10%	2024	11%	
		cattle	5%	8%	2024	7%	
		Pigs	5%	8%	2024	9%	
		Poultry	40%	60%	2024	50%	
	Proportion of Farmers using improved farming Technologies		0.52(52%)	(0.7)70%	2024	0.68%	
	Percentage change in jobs Created		2,423 farmers	5,000 farmers	2024 (4,616 farmers)	31.15%	
SOCIAL DEVELOPMENT	Net enrolment ration	Kindergarten	55%	80%	2024	82.10	Data on the indicator was available for 2024 and not for the entire four-year period
		Primary	61.2%	78%	2024	93.00	
		JHS	25.6%	70%	2024	50.00	
	Gender Parity Index	Kindergarten	0.99	1	2024	0.93	
		Primary	1.01	1	2024	0.92	
		JHS	1.02	1	2024	1.00	
	Completion Rate:	Kindergarten	62.4%	105.80	2024	101.00	
		Primary	61.5%	107.7	2024	103.00	
		JHS	48.2%	77.5	2024	1.00%	

	BECE Pass Rate		-	81.81%	2024	82%	
	Proportion of the Population with Active NHIS Membership		0.65(65%)	(100)100%	2024	0.75%	
	Percentage change OPD attendance		124.0%	100%	2024	122.1%	
	Family planning Coverage (Acceptance Rate)		12.4	60%	2024	53.2	
	Maternal Mortality ratio		1:10000	0	2024	5/10000	
	HIV prevalence				2024		
	proportion of Children fully immunized (Penta-3 Coverage)		101.9%	95%	2024	93.9%	
	Percentage of population with access to primary health care		56%	100%	2024	70%	
	% of households that use an improved drinking water source (urban and rural)	Municipality	62.5%	70%	2024	65	
		Urban	70%	90%	2024	85	
		Rural	55%	60%	2024	50	
	% of households with access to improved sanitation facility (urban and rural)	Municipality	45%	45%	2024	46.4	
		Urban	50%	60%	2024	65	
		Rural	40%	50%	2024	40	
	Proportion of Child abuse cases addressed		80.9%	95%	2024	100%	
	Proportion of Child maintenance cases settled		60%	95%	2024	.1%	
	Proportion of PWDS who are using their start-ups into income generation activity.		80.9%	95%	2024	100%	
	Percentage of communities connected to the National Grid		70%	100%	2024	95%	
	Proportion of New Physical Development that are authorized with permit		30%	95%	2024	40 %	
Governance, Corruption and Public Accountability	Proportion of MTDP implemented	100% completed projects	75%	90%	2024	65%	
		Partially completed	20%	5%	2024	20%	
		Not implemented	15%	5%	2024	15%	

Emergency Planning and Response (Including COVID-19)	Proportion of population who have tested positive for covid 19		0%	0%	2024	0%	
Implementation, Coordination and Monitoring and Evaluation	Proportion of the overall MTDP implemented		85%	96%	2024	71.6%	

Source: MPCU, 2025.

2.2 Total cost of the plan and amount received from all sources

Table 1.2 shows the total cost of the plan which was seventy-three Million, Six Hundred Thousand Ghana Cedis (GHC **73, 600,000.00)**, and amount received from the central government and other sources to the municipality during the plan period was Sixty-Four Million One Hundred and Ten Thousand, Four Hundred and Twenty Ghana Cedis Six Pesewas (GHC **64,110,420.6)**. Throughout the sources the cost of the plan was highest as compare to the amount received.

Table 2.2: Financial Performance (2022-2025) for the Suhum Municipal Assembly

SOURCE OF FUNDS	TOTAL ESTIMATED COST OF PLAN (A)	TOTAL AMOUNT RECEIVED (B)	VARIANT (C)= (A-B)
GOG	29,500,000.00	27,971,992.39	203,489.01
IGF	5,900,000.00	5,322,162.48	953,472.05
DACF	25,900,000	27,582,826.6	5,914,920.07
DACF-RFG	4,800,000.00	2,961,846.8	972,666.00
DPs	4,500,000.00	45,000.00	3,690,000.000
OTHERS	3,000,000.00	226,592.32	2,100,000.00
TOTAL	**73, 600,000.00**	**64,110,420.6**	

Source: MPCU, 2025.

The main sources of revenue for the implementation of projects and programme during the period under review included the Internally Generated Fund (IGF), District Assemblies Common Fund (DACF), Government of Ghana grants (GOG) transfers which comes to support specific programmes/projects and funds provided by Development Partners to support projects such as DACF-RFG etc.

From Table 2.2, it is clear that, for all the sources the actual revenues received are less than the planned or budgeted. The table also shows that, the total estimated cost of the plan was Seventy-Three Million, Six Hundred Thousand Ghana Cedis (GHC 73, 600,000.00). Actual amount received for the plan period stood at Sixty-Four Million One Hundred and Ten Thousand, Four Hundred and Twenty Ghana Cedis Six Pesewas (GHC 64,110,420.6). Indicating that the planned revenue was more than received revenue for the plan period.

The challenges as far as government transfers and donor grants are concerned are the delay in the release of funds, and source deductions seriously affected the implementation of planned projects on time.

The implication is that, the development of the municipality is dependent upon transfers since the municipality is not able to mobilize enough revenue to finance its developmental projects as a result of low capacity of revenue mobilization system of the assembly.

2.3 Key Problems/Issues/Challenges Encountered During the Implementation Period

1. Releases of funds for plan implementation especially from the DACF and GETFUND have been untimely and unreliable over the period under review.

2. Another related problem was the inability of the Municipal Assembly to raise substantial amount from its Internally Generated Funds (IGF) to finance some of its development projects

3. Deductions at source by the Ministry of Local Government/Common Fund Administrator affected the implementation of projects and programmes

4. Inadequate resourcing of the MPCU to carry out effective monitoring and evaluation of the plan implementation and performance

5. The general perception that programmes and projects in the plan were to be implemented solely with the Assembly's own funds. This was very clear from the way some departments administered the questionnaires.

2.4 Lessons Learnt from the Implementation of the DMTDP 2022-2025

Based on the identified problems from the review of the plan, the lessons learned which are expected to impact new Medium Term Development Plan include:

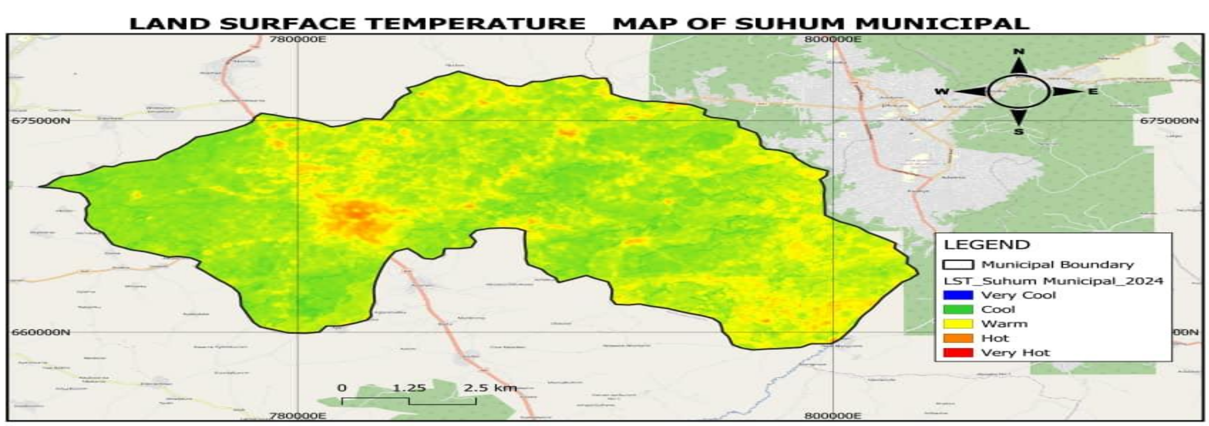
- The inability of the Assembly to complete some of its development projects and programmes were due to over reliance on central government funding especially that of the DACF and few traditional sources. Therefore, there is the need for the Assembly to adopt innovative strategies to increase revenue from IGF and also mobilize resources through other non-traditional approaches, including Public Private Partnerships and Joint-Ventures, to fund some of its development projects. The Plan Document must be marketed and Project Proposals prepared to seek funding from other sources
- The plan tended to be seriously overloaded as it seeks to address most of the needs of the communities within the short span of four years. The poor prioritization of communities' needs and aspirations contributed to the poor performance in the implementation of the plan. It is therefore not financially prudent to take on board too many programmes and projects at the same time hence the need for effective prioritization
- Non-involvement of the communities and CSOs in the plan implementation tends to affect the commitment of the communities in ensuring sustainability of the projects as they may continually regard and treat them as Assembly projects. Efforts should therefore be made to involve beneficiary communities and other key stakeholders in all aspects of the project cycle, especially during implementation. This will also ensure social accountability.
- Regular joint review sessions; quarterly, midyear, end of year and mid-term enhances re-shaping and refocusing of the plan for effective implementation.
- Adequately strengthening and resourcing the MPCU for effective performance of its monitoring and evaluation functions enhances plan implementation.
- Selection of projects/programmes for inclusion in the development plan must not be based on intuition or emotions but a well-executed needs assessment and prioritization
- Evaluation of programmes/projects to assess their impact must be undertaken periodically.

- Monitoring of projects and programmes should be strictly adhered to from the beginning to the end of the programme.
- Subsequent development plans should be disseminated to all stakeholders especially sector departments for regular reference and implementation of programmes
- Quarterly reports from the departments should reflect the status of implementation of the MTDP.

2.5. Climate

The climate is of the tropical type and the temperature ranges from $24^{0}C$ to $29^{0}C$. The hottest months are March and April while the coolest months are December and January. Relative humidity especially in the rainy season is between 87% and 91%. It is between 48% and 52% in the dry season. The municipality falls under the influence of both the south west monsoon winds and north east trade winds and characterized by double maxima rainfall in March to October and November to February respectively with the heaviest rainfall in June. Averagely, the municipality experiences an annual temperature of 24 degrees Celsius, with the weather usually cold and often experience relative humidity throughout the year.

Figure 2.1: Land Surface Temperature Map



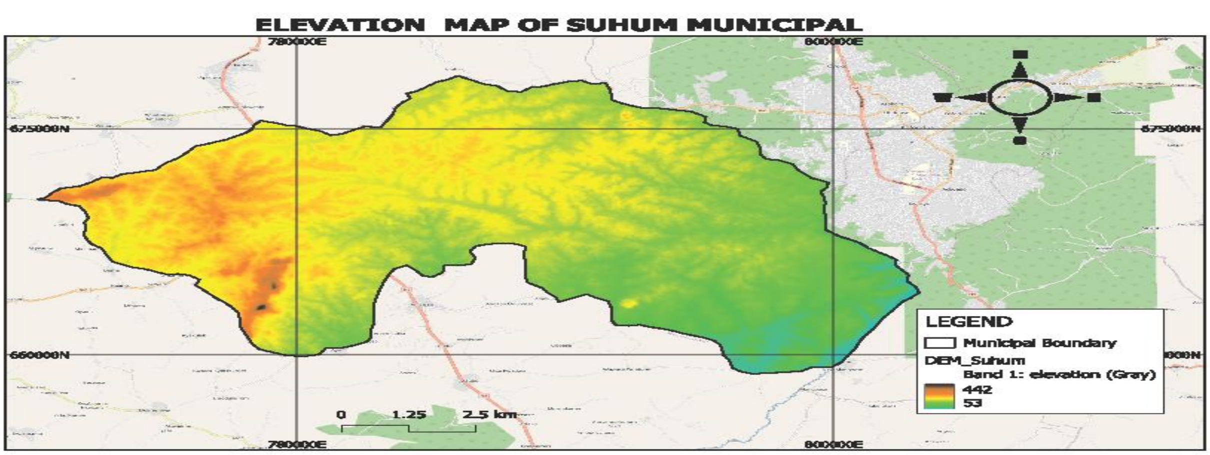
Source: Physical Planning Department, 2024.

2.5.1 Relief and Drainage

The topography of the municipality is generally hilly and rugged with undulating land forms. The average height of the land is about 450m above sea level. Underlying these land masses are several rocks and parent rocks from which several different soils have developed. The parent rock includes the Birrimian formation and Voltarian metamorphoses sediment, with their associated rocks such as Phyllis, Schist and Granites. Most of the hills are capped with iron pans, Bauxite and Kaolin. Gold and Bauxite are also embedded within these rocks. They are suitable for both building and constructional purposes and can therefore be exploited to the benefit of the municipality. Apart from the vast arable land being used mainly for agricultural purposes, the topographical and geological nature of the vegetation in the municipality also made possible for a proportion of the land being used for stone quarry. Nankese and Bokor near Suhum on the way to Koforidua and Asamankese respectively. A formal sector company operates a quarry at Brong Densuso near Nankese. Quarry operations at the Bokor site are however at a standstill but can still be utilized on a large scale

The municipality is well drained with several rivers some of which are Densu and Suhum. The main river basin is the Densu which takes its source from the Atiwa Range in the East Akyem Municipality. Its major tributary is the Kukua whose main tributary is the Suhum. This makes irrigation farming very possible.

Figure 2.2 Elevation map



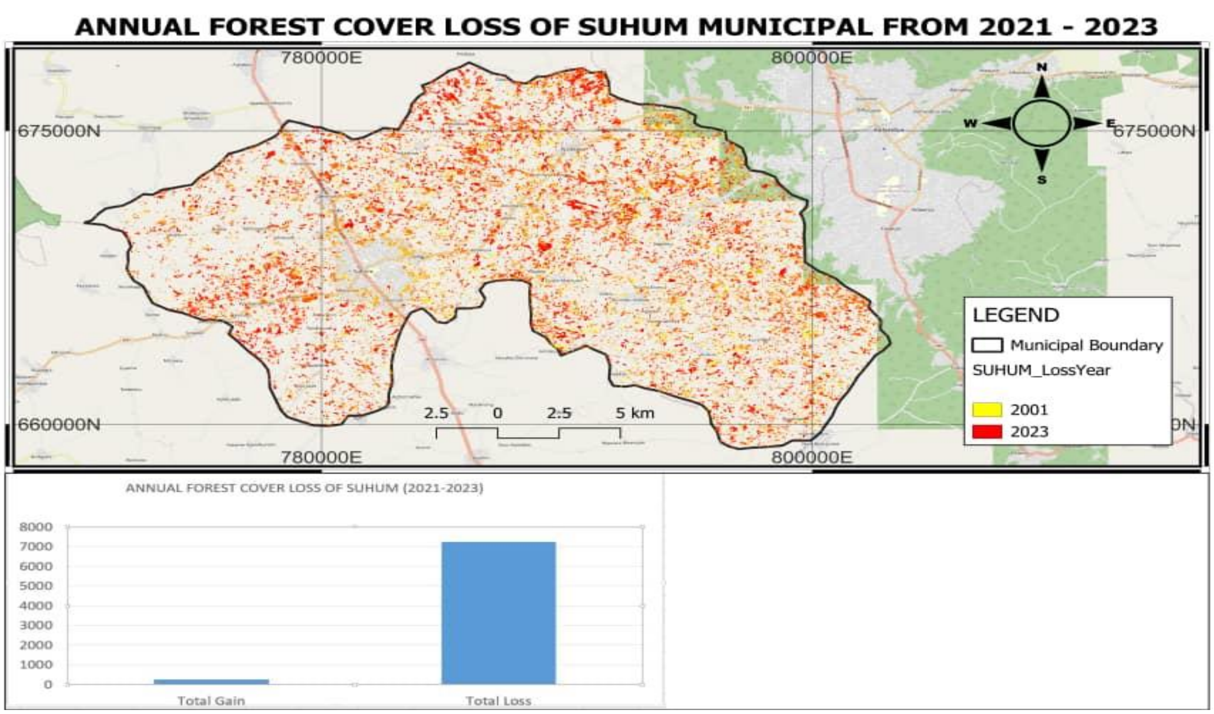
Source: Physical Planning Department, 2024.

2.5.2 Vegetation

The municipality is predominantly a forest zone with few semi-savannah areas at the Northern part. The typical wet- semi deciduous forest vegetation covers about 70 percent of the total vegetation cover across the municipality. This vegetation is therefore suitable for the cultivation of cash crops like cocoa, coffee, rubber, oil palm and citrus as well as stable food crops such as plantain, cocoyam, cassava, maize, rice and vegetables. Most of these crops are exported which help generate more income for farmers, the municipality and the country as a whole.

However, human activities in the form of cultivation, lumbering and extraction of fuel wood have drastically reduced the original vegetation to an insignificant level and the land is now covered mostly by re-growth thickets and secondary forests. Other types of vegetation like the elephant grass have also grown on farmlands where the fallow periods are not adequate and the fertility of soils has now been reduced by sheet erosion. The situation has virtually collapsed the saw milling industry in the Municipality since all timber trees have been exploited.

Figure 2.3 Annual Forest Cover Loss



Source: Physical Planning Department, 2024.

Soils

The rocky nature of the land has developed five (5) different soil classifications, namely the Kumasi-Asuansi/Nta-Ofin, Nsaba-Swedru/Nta-Ofin and Bekwai-Nzima/Oda Soil Associations simple classification or association, Atiwa/Ansum, Adawso-Bawjiasi/Nta-Ofin, Atewiredu-Katie and Atukrom-Asikuma Soil Associations, Yaya-Bediesi/Bejua, Nyanao-Tinkong/Opimo and Pimpimso-Sutawa/Bejua Soil Associations, Chichiwere-Ayensu/Kakum and Amo-Tefle Soil Association and Pegi-Agu, Adunjansu Bechem/Nta Ofin and Koforidua-Nankese/Nta-Ofin Soil Association. The major soil associations, their characteristics and the types of crops they support are listed in the table 1.3 below:

Table 2.3: Soils and Their Capacity.

Soil Classification	Area Found	Soil Capability
Kumasi-Asuansi/Nta-Ofin, Nsaba-Swedru/Nta-Ofin and Bekwai-Nzima/Oda Soil Associations	Suhum	1. Export crops - cocoa, coffee, rubber, cola, oil palm. 2. Non-traditional export crops - black pepper, sweet berry, ginger. 3. Food crops - maize, cassava, cocoyam, plantain, potato, vegetables.
Atiwa/Ansum, Adawso-Bawjiasi/Nta-Ofin, Atewiredu-Katie and Atukrom-Asikuma Soil Associations	Nankese Akorabo, Kukua	Well suited for hand cultivation of maize, cassava, cocoyam, cocoa, plantain, oil palm, ginger, tiger nuts, and vegetables
Yaya-Bediesi/Bejua, Nyanao-Tinkong/Opimo and Pimpimso-Sutawa/Bejua Soil Associations	Odikro Akwei, Ningo No.1, Opare Kwesi, Tete Kasum	Suitable for the cultivation of crops, only with appropriate cultural practices. To be reserved for forestry, wildlife and watershed protection purposes.
Chichiwere-Ayensu/Kakum and Amo-Tefle Soil Association	Miawani	Suitable for the cultivation of maize, pepper, tomatoes, onions and garden eggs
Pegi-Agu, Adunjansu Bechem/Nta Ofin and Koforidua-Nankese/Nta-Ofin Soil Association	Amamprobi, Adjetey, Ntumkum	Suitable for the cultivation of cocoa, coffee, black pepper sweet berry ginger, rubber, sunflower, oil palm, maize, cassava, cocoyam, plantain, soya bean, banana, sugar-cane and vegetable

Source: Soil Research Institute (CSIR), 2025

Generally, the soil found in the municipality is fertile for both cash and food crops such as cocoa, coffee, fruits, plantain, cassava, cocoyam, vegetables and cereals. The production of these crops helps to sustain food supply and reduces hunger and poverty in the municipality. Most of these crops are exported to other commercial centers such as Accra, Tema and Koforidua among others.

Implications for Development – Natural Environment

Intensive farming activities for the production of food and cash crops and other human activities within the thickly populated areas have greatly influenced the nature of soils resulting in nutrient depletion, soil erosion, iron pan formation and land degradation.

The features of the environment and natural resources affect growth in the Suhum Municipality. Attention should therefore be given to the environmental implications of the municipality as discussed below;

- The size, topography and natural resource endowment influences on prospects for industrialization, agriculture, tourism and growth.
- Given the peculiar location, the municipality can initiate/promote cross boundary markets where surplus goods can be traded than being taken to distant markets. Hence by fostering cross municipality trade.
- Stimulation of the economy can however mitigate the disadvantages associated with the location.
- Investment in transport infrastructure is necessary to enhancing trading and productivity.
- Issues of disputed boundaries affect the development of the municipality. It is important that the political boundary between the municipality and Ayensuano are marked clearly. This is because with clearly outlined boundaries the Municipality can control, create and enforce laws within its jurisdiction.
- The border disputes create tension over natural resources in most cases. The dispute over who to collect property rates from cocoa board at Apeatu needs to be resolved.
- The remoteness, difficult terrain, infrastructural bottlenecks have serious impediments on development in the municipality.

2.5.3 Ecology

The municipality has very suitable conditions for the development of agriculture and the lumber industry. Large scale production of cocoa took place in the early part of the 1930s. However, most of the cocoa farms were destroyed by the swollen shoot disease in the 1940s. Through the Eastern Region Cocoa Rehabilitation Project some of the farms were restored. However, the bush fire of 1983 referred to above dealt devastating blow to the industry.

Production of food crops which is mostly subsistence is the other major agricultural activity but the shortness of the fallow period and bushfires have led to land degeneration and low crop yields. Land degradation has led to sheet erosion along the slopes, resulting in the siltation and drying up of rivers and streams during the dry season.

2.5.4 Biodiversity, climate change, green economy and environment in General

The municipality has a rich stock of biological diversity as it lies within the tropical forest. There are three wild life protected areas within municipality; the Obuoho Forest Reserve and Dedewa Forest Reserve.

Agriculture is the mainstay of the population and contributes to the revenue of the municipality. Therefore, the people’s life is highly influenced by the climate. Many Ghanaians and for that matter farmers in the municipality depend on forests for their livelihoods and as a result, there has been land degradation and deforestation. Deforestation is a major problem that has led to significant loss of biodiversity.

The main threat of Agriculture to biodiversity in the municipality is the conversion of natural habitat into farmlands. Food and cash crop farming and intense grazing of livestock leads to habitat degradation and subsequently loss of local fauna and flora. The practice of shifting cultivation system and the slash and burn method of farming in the municipality implies that more natural habitats are cleared for farming year after year. This is a major contributory factor to habitat degradation and biodiversity loss.

Expansion in agriculture brings tremendous benefits to the municipality and the country at large. However, the impact of agricultural expansion on the municipality biodiversity may be quite disastrous as indigenous species are threatened.

Subsequently, there are a number of rivers in the municipality; the biological resources they contain contribute a lot to the socio-economic development.
The forest reserves are faced with issues of depletion, bush fires, chain saw lumbering and search for firewood leading to the depletion of the forest resources over the years.

Illegal sand winning activities over the year has wrecked considerable havoc on farm lands by stripping the land of the topsoil and also leaving gaping holes most times filled with water and serving as death traps to unsuspecting people.

Some farming activities have also rendered some cultivated areas cleared instead of the usual forest cover. Practices such as inappropriate land preparation and irregular use of fertilizers to sustain growth of cultivated crops have led to a reduction of soil fertility.

Climate Change and Green Economy

Climate change has become one of the biggest challenges of this century, and as a global challenge it requires global solutions. Projections by the Intergovernmental Panel on Climate Change (IPCC) indicate that if emissions continue to rise at their current pace, the world will be faced with a disastrous future in the form of sea-level rise, shifts in growing seasons, biodiversity loss, as well as increased frequency and intensity of extreme weather; such as heat waves, storms, floods and droughts (Ghana National Climate Change Policy, 2012).

The National Climate Change Policy (NCCP) for Ghana was developed in an effort to address the socio-environmental issues faced by the country, such as increased frequency of natural disasters such as floods and droughts which have negative social, environmental and economic impacts. The NCCP was aimed at ensuring sustainable development through the adoption of a climate-resilient and green economy as well as existing as a guide for policy makers to implement climate adaptation strategies nationally. Five areas of priority are highlighted in the NCCP. These are: Agriculture and food security, disaster preparedness and response, natural resource management, equitable social development and energy, industrial and infrastructural development. The focus on climate-resilient infrastructure and communities allows for improved food security across the region, as well as good management and conservation of resource bases, which align with the five priority areas (Ministry of Environment, Science, Technology and Innovation, 2013).

Climate change is further influenced by the types of economic sectors, the geographical spread of ecological zones and increasing poverty levels which undermine people's ability to adapt and cope. The municipality with about 57% of the economically active population derives their livelihood from agricultural activities. Therefore, changes in climate must be issues of great concern.

Ghana experiences periodic extreme events such as rainstorms, floods, and droughts. Average annual temperatures are predicted to increase by 1.0-3.0°C, from the 1970-99 average, by the 2060s. Rainfall is expected to exhibit greater variability, and a larger percentage of precipitation is anticipated to fall during heavy rainfall events (source: USAID, 2012).

In recent times, excessive rainfall has led to flooding in most parts of the country and Suhum Municipality is no exception. Prediction outcomes of most global climate models indicate that climate change will result in more frequent rainfall extremes such as prolonged drought periods and floods. These are already being confirmed by real time meteorological records and media reports.

There is therefore the need to understand the relationship that climate change has on agriculture, in order to appreciate why climate change issues need to be tackled seriously particularly to safeguard the municipality's agriculture.

The municipality has very strong interest in climate change issues and thereby working seriously to adapt to Climate Change impacts. A number of steps have been taken towards mitigating and adaptation to climate change impacts. Some of which were sensitization programmes on bushfire, tree planting, among others.

The Green Economy (GE) concept entails a paradigm shift in contemporary development thinking, taking into account the dangers posed by the unsustainable approaches to development in the past decades. The Green Economy is one that results in improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities. It underscores low carbon emission, resource-efficient and socially inclusive economy.

Practically, GE requires a great change in production and consumption or lifestyles towards economic activities that enhance and preserve environmental quality, coupled with efficient use of natural resources; and reduce social inequalities. The approach to Green Economy in the municipality identified broad range of opportunities that it could reap should it undertake green development initiatives (UNEP, 2013). Sectors such as agriculture, forestry, waste and energy when transitioned to green economy pathway, will be very beneficial to the economy through GDP growth and the environmental protection.

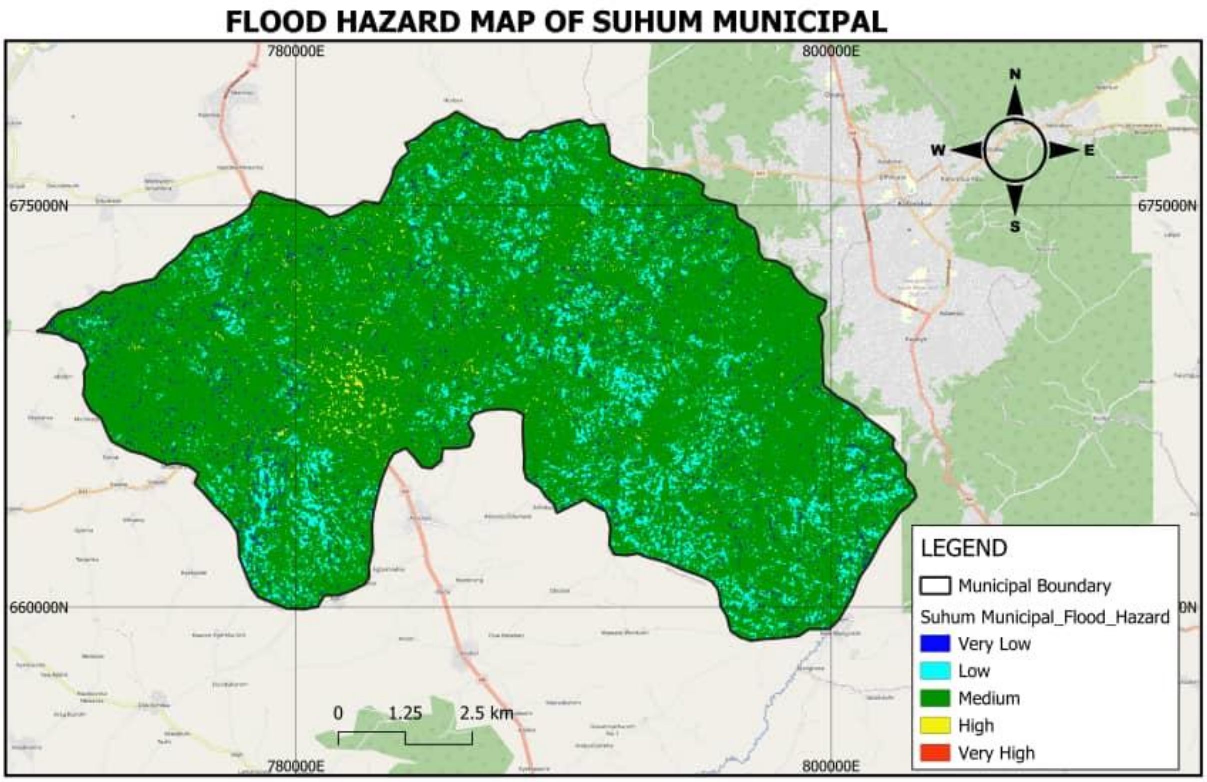
Table 2.4 Summary of Climate Change Hazards and Impacts

Climate change issues	**Location**	**Areas affected**	**Persons impacted**	**Estimated population impacted**	**Sector impacted**	**Action to be taken**
Flooding	Brong Densuso Obretema Omenako	Schools Residential properties Roads Churches Health center	School children Entire population Market women	965 22819 2081 1460 4806	Education Road Sanitation Agriculture	Construct drains Water harvesting Construct footbridges Public sensitization on solid waste disposal Dredge river
Inadequate Rainfall/ wrong agro chemicals application	Supresu No. 2 Jato Kukua Koransang Kromameng	Agriculture production	Farmers	2081 228 664 398 380	Agriculture Water	Irrigation scheme Training/ capacity building to farmers Education on proper application of chemicals Education on Climate smart agriculture
Soil Erosion	Kwahia Gojiase Kofigya Nankese	Schools Markets Roads Houses	Entire population	543 255 137	Road Economy Education Housing	Construct drains/ culverts Grading of roads
Fire/Bush/ charcoal burning/deforestation	Densuso Obretema Omenako Amanhia Okanta Densuso Adarkwa Abenabo No.2	Farms Schools Properties	Farmers Residence	543 805 244 255 137 535 405 303	Agriculture Education Health Electricity/ Energy	Public education on fire safety, charcoal burning, Form fire volunteers Embark on Tree planting procurement of relief items

Rain/ Windstorm	Densuso Obretema Omenako Amanhia Okanta Densuso Adarkwa Abenabo No.2	towns Schools Churches Markets	Entire population	543 805 244 255 137 535 405 303	Education Economy Health	Plant trees to serve as windbreak
Dry up of Boreholes	Kudorvor, Odjobi, Tei Mensah Brong No.1 Ayisikrom Krobom 2	Municipality wide	Entire population	137 535 405 303 405 303	Water	Construct of boreholes

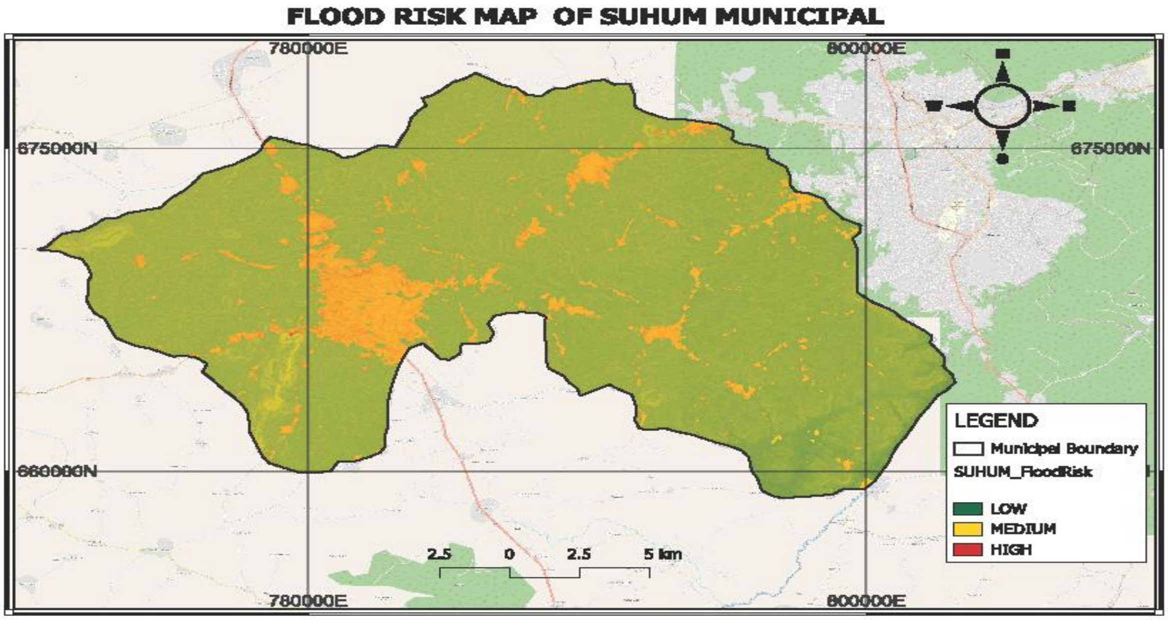
Source: NADMO, 2025.

Figure 2.4 Flood Hazard Map



Source: Physical Planning Department, 2024.

Figure 2.5 Flood Risk Map



Source: Physical Planning Department, 2024.

Implications for Development – Physical Environment

- The benefits of plants and animals to the people are enormous. These ranges from economic, social (as sources of food and food security, medicine for health maintenance and cure of diseases and ailments), religious and cultural (avenue for spiritual inspiration), aesthetic and recreational to ecological (watershed and catchment area protection, wind/storm break, forest regeneration, soil fertility maintenance, etc.) and environmental.
- Climate change is a serious threat to the municipality's development. It is already affecting agriculture output, livelihoods and therefore, long-term development prospects.
- The environment has degraded with loss of vegetation cover thereby resulting in soil erosion.
- Depletion of the forests through timber extraction and bad farming practices exposes the land to the fierce rays of the sun or insolation. This in turn reduces evapotranspiration, and the hydrological or water-cycle is disturbed. This can lead to droughts, and uncertain weather patterns.

- ❖ Bad farming methods also add to land degradation. Fragile soils become exposed to wind, running water, and insolation. The consequent result of which is sheet, rill and gully erosions.
- ❖ Food security is a threat
- ❖ The impacts in rising temperatures are seen in the drying of some rivers such as the Densu which hitherto were perennial rivers. This results into water scarcity in the municipality.
- ❖ More intensive rainfalls result in into flooding most especially in the Suhum area.
- ❖ The unpredictability of the weather with late start of rainfall season or shorter rainy season are evidence of climate change experienced in the municipality. This affects agriculture productivity.
- ❖ Women and children are affected the most as they will have to spend time walking longer distances to get potable water.

2.6 Water Security, Sanitation and Waste Management

2.6.1 Water Security

Water is an indispensable commodity for the survival of humanity and economic development. Access to safe drinking water and good sanitary condition promotes good health and make the workforce more productive. The Municipality currently has water coverage of 75% of the total population. This gives an unserved 25%. The major river that ran in the Municipality is River Densu. This water body have been polluted by the activities of unapproved domestic activities which has affected agriculture drastically. On domestic activities, households that depend on these water bodies for drinking and other household chores could be affected. It is therefore critical that the assembly put in place measures to increase the pipe borne water coverage in the Municipality. Bye lays on water pollution should be enforced.

In recent times, donor organizations like the Japan Embassy, Chinese Government, Ark Development Organization etc. have contributed to the improvement of water supply through the provision of mechanized/ manual boreholes and Hand Dug wells with pumps.

Poor management (operation and maintenance) of water facilities especially in the rural areas is one of the problems associated with water supply. This has resulted from the low capacity of the

Water and Sanitation Teams to run the facilities. In most communities, these teams are non-existent or do not have the full composition.

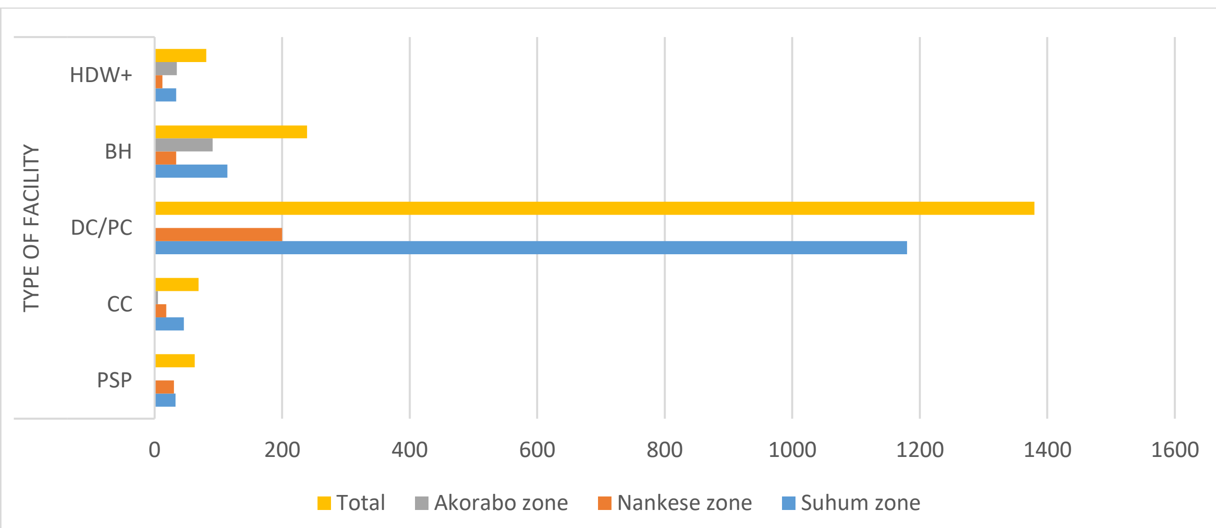
Table 2.5: Types of Water Facilities by Zonal Councils

Area/Management	TYPE OF FACILITY				
	PSP	CC	DC/PC	BH	HDW+
Suhum zone	33	46	1180	114	34
Nankese zone	30	18	200	34	12
Akorabo zone		5		91	35
Total	63	69	1380	239	81

Source: MWST, 2025.

KEY: PSP-Public Standpipe, CC-Commercial Connection, DC/ PC- Domestic Connection /Private Connection, BH- Borehole and HDW+ - Protected Hand-dug well (that is hand-dug well with pump).

Figure 2.6: Main Sources of Water for Drinking



Source: CWSA, 2025.

From the diagram above, it can be seen that Suhum zone has the highest DC/PC followed by Nankese and Akorabo indicating that Suhum has access to potable water then the two other zones.

Implication for Development – Water Security

- ❖ The source of water supply particularly for drinking and domestic use has a tremendous effect on the burden of diseases. One of the main health implications of drinking polluted water from streams is increase in water related diseases such as diarrhea and typhoid.

- ❖ Women and children are affected the most during water scarcity as they will have to spend more time walking longer distances to get potable water.

2.6.2 Sanitation and Waste Management

The key areas of environmental sanitation of the Municipality have been identified as the management of Solid Waste, Sanitary Landfill Site, and Liquid Waste.

1. Personnel and Equipment: The staffing position of the agency responsible for keeping the Municipality sound and clean consist of 23 skilled personnel and 32 regular/unskilled staff. These are distributed district-wide to serve the sanitation needs of the communities within the Municipality. The Unit has been provided with tools and equipment for use in all 3 Zonal Councils and monitoring and supervision activities are carried out with the aid of officers' own motor bikes and public transport and sometimes office pick-up vehicle.

2. Solid Waste Management: The most widely method of solid waste disposal is by public dump into containers accounting for 61.3 percent of which 90% are disposed of at the landfill site located at 5 Kilometer on the road. Almost one tenth of households in the Municipality dispose of their solid waste in open space public dumps. A little under two percent of households (1.8%) dump their solid waste indiscriminately. House to house waste collection accounts for 5.1 percent. It is approximated that 150 tons of refuse is generated daily in the Municipality, two skip loaders are used in conveying the waste from 46 container sites to the land fill site on daily basis. However, due to the frequent breakdown of the equipment lifting of some containers have not been regular and have resulted in accumulated and overflow of refuse at some sites.

The collection, transportation and disposal of solid and liquid waste are the sole responsibility of the Municipal Assembly which operates through the Zoom Lion Company limited. Solid waste is done in three ways: door to door, dumping at refuse site and communal container system. Door to door services is usually provided to middle class in communities such as Suhum, Okorase and

Nankese. Municipal Assembly uses 18 refuse containers for the communal container. The Municipal Environmental Health unit in collaboration with Zoom lion regularly administered refuse collection for onward disposal from markets, lorry parks and other public centers.

The Municipality has one (1) land fill site, at Kwahyia, in an attempt to improve the general waste management, in the Municipality which has been developed by the Zoom lion Ghana limited. Notwithstanding this development, most of the refuse dumps have developed into severe eye-sore monuments partly due to the act of crude dumping. Frequent breakdown of the already ill-provided wheel barrow as well as lack of cesspit emptier is compounding the problem.

3.Liquid Waste Management: More than one- third (39.0%) of households in the Municipality dispose their liquid waste into gutters with 25 percent throwing into compounds. The Municipal Assembly has basically been responsible for the disposal of liquid wastes from both public and private sources. Private contractors have often been engaged to operate public toilets and underground holding tanks under the supervision of waste management staff of the Assembly. On the average, 3000 gallons of liquid waste is collected and disposed of. Dislodgements from both 25 public and private sources are sometimes delayed due to persistent breakdown of the two private cesspool empties. Public toilet facilities are also provided for some basic educational institutions in the Municipality. A total of 25 KVIPs have been constructed since year 2002

Figure 2.7 Communal Refuse Dump **Map**

Source: Physical Planning Department, 2024.

Natural and Man-Made Disasters

The Suhum Municipality is prone to disasters of all kinds. The municipality has been hit by disasters over the past few years. Flood is the most common and effectively dangerous disaster that the municipality has ever witnessed. This more often causes severe damage on natural resources as well as human settlements. Floods in the municipality are usually caused by heavy rainstorms that cause overflow of water bodies or gather on certain sections of land. The year 2012 witnessed the hardest hit of disasters in the Municipality, this was mainly flood related, the year 2013 and 2016 had a minimal disaster occurrence; this could be due to the collaborative efforts by National Disaster Management Organization (NADMO), Fire Service, Town and Country Planning and others. Disasters normally have long-term effect on the victims and the environment. The hazard types are;

- Pest and insect infestation- crops, livestock and poultry and stored food
- Disease epidemics – Cholera and Seasonal Flu (Osino and Begoro)
- Fires and lightening –
- Hydro-meteorological/floods – rainfall/runoff flooding and rainstorm
- Man-made - transport accidents, structural failures/collapse of buildings, mining etc.

Usually, affected areas may be declared disaster zones because they are vulnerable to future disasters. In such cases reconstructing and resettling the affected communities become necessary. The Suhum area for instance has a low topography and relatively prone to disaster. Year-round properties and houses are destroyed with a little downpour. Planning for disaster will entail improvement in public utilities and provision of building materials. This in effect calls for systems and institutional preparedness to deal with flood and any kind of disaster.

There is, therefore, the need for intensive collaboration with all relevant agencies to continue the pre-flood education in all the flood prone communities.

The challenges that face the Disaster Prevention and Management Team are mostly the inability of the Municipality Assembly to have relief items in stock. These items when in stock will enable the Assembly to attend swiftly to any post disaster rehabilitation. This further calls for the NADMO Office to be well equipped especially with the provision of a means of transport.

Implications for Development - Disasters

- ✓ The implication of this for development is the use of funds which could have been used for other developments for emergency response and provision of relief items

- ✓ Loss of lives and properties

- ✓ Water pollution/contamination which leads to outbreak of diseases such as cholera and typhoid.

- ✓ Schools that usually have their roofs ripped off during disasters tend to have their academic work interrupted.

Natural Resource Utilization – Implications for Development

- The existence of gold resources in the municipality and the country at large creates a good atmosphere for economic development. The municipality is, therefore, looking forward to investors coming and investing in the mineral resources.

- The activities of mining companies create a lot of environmental hazards in the areas where minerals are deposited. The lands are not reclaimed and left unattended to, hence posing danger to human lives.

- The water bodies which serve as drinking water for the communities are polluted by the activities of miners.

- Finally heavy-duty trucks that ply the roads destroy the roads and collapse bridges and culverts

2.7 Population Distribution and Demography

The distribution of population by locality of residence in the Suhum Municipality. The total population of the municipality is 126,403 representing 4.3 percent of the population of the Eastern Region (2,925,653). Sex disaggregation of the population in the municipality follows both the national and regional trends were females out number males. Females represent 51.6 percent of the population against 48.4 percent males.

Table 2.6: Population size by locality of residence

Municipality/ Sex	**All Localities**		**Urban**		**Rural**	
	Number	Percent	Number	Percent	Number	Percent
Total	**126,403**	**100**	**59,520**	**100**	**66,883**	**100.0**
Male	61,226	48.4	28,165	47.3	33,061	49.4
Female	65,177	51.6	31,335	52.6	33,822	50.6
Sex Ratio	939:1000					
Percent of regional population	2,925,653	4.3	1,505,820	4.0	1,419,833	4.7

Source: Source: Ghana Statistical Service, 2021 population and Housing Census

2.7.1Age and Sex Structure

In general, Population of the Municipality is a relatively young one as shown in table below. Almost Thirty four percent (33.7%) of the Municipality's population is between ages 0-14 while more half (60.6%) are between 15-60 years. Persons aged 65+ years and above accounts for 5.7 percent.

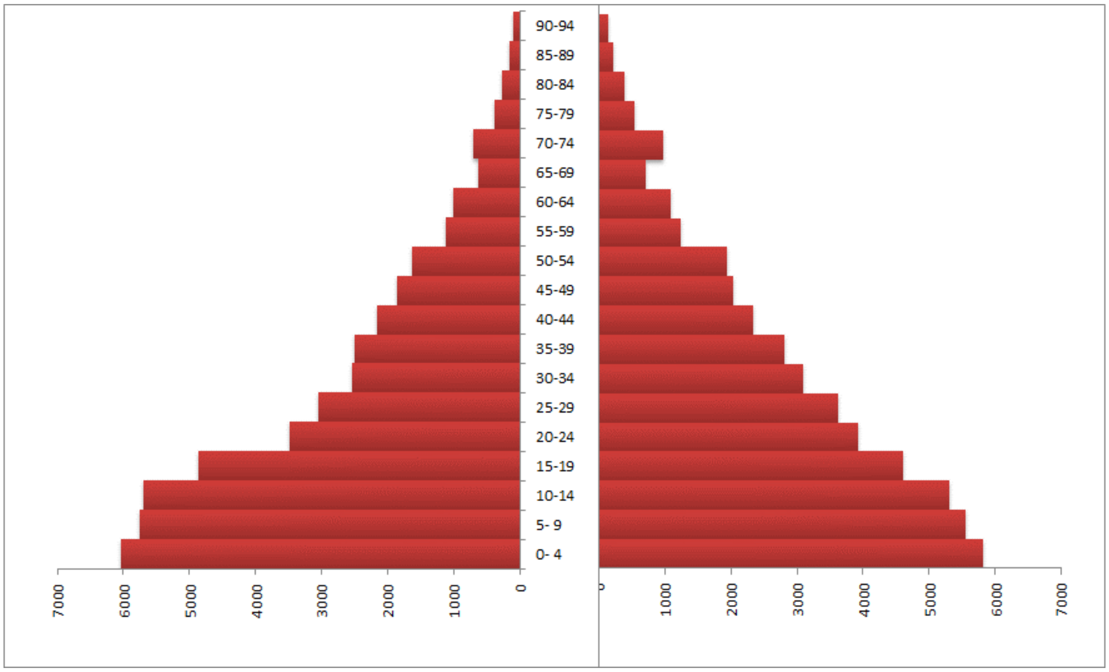
Table 2.7: Age Structure by sex and age group

	Both Sexes		**Males**		**Females**	
Age Group	Number	Percent	Number	Percent	Number	Percent
All Ages	126,403	100	61,226	100.0	65,177	100.0
Under 15	42,610	33.7	21,768	35.6	20,842	32.0
15 - 64	76,601	60.6	36,414	59.5	40,187	61.7
65+	7,192	5.7	3,044	5.0	4,148	6.4

Source: 2021 population and Housing Census, Ghana Statistical Service

Age-sex structure is graphically displayed by the population pyramid in Figure 1.5 The population pyramid graphically displays population's age and sex composition. The horizontal bars express the number of males and females in each age group. As the population in each age group age, they inevitably loose members because of death or migration. The bars in the pyramid show the population within the various age groups in the municipality as at the 2021 PHC. The Figure shows a broad base pyramid which narrows as population ages. The proportion of the population within 0-14 age group forms the broad base of the pyramid which indicates that the population of the municipality is very young. This implies that enough resources are needed for the provision of schools, health care and employment opportunities for the youth.

Figure 2.8: Population Pyramid of the Suhum Municipality



Source: PHC, 2021.

2.7.2 Fertility and Mortality

Total Fertility Rate (TFR) is the average number of children that would be born alive to a woman (or group of women) during her lifetime if she were to pass through her childbearing years conforming to the age-specific fertility rates of a given year. This rate is sometimes stated as the number of children women are having today. General Fertility Rate (GFR) is the number of live births per 1,000 women aged 15-49 years in a given year. Crude Birth Rate (CBR) is the number of live births per 1,000 populations in a given year.

Fertility refers to the number of live births per 1000 women. The Total Fertility Rate for the municipality is 3.9. The General Fertility Rate is 116.1 births per 1000 women aged 15-49 years. The Crude Birth Rate (CBR) is 27.3 per 1000 population. The crude death rate for the municipality is 11.3 per 1000. More female deaths are observed than males for all ages.

Table.8. shows the TFR, GFR and CBR by Municipality's in the Eastern Region. The Municipality has a total population of 126,403 of which women between the ages 15-49 are 31,120. The TFR in 2021 for the Municipality for women between the ages 15-49 is about 3.9 births per 1,000 women which is higher than the regional figure of 3.5. The GFR on the other hand for women between the ages 15-49 is 96.5 live births per 1,000 women, which is less than the regional average of 96.9 births per 1,000 women in the age range 15-49 years whilst the CBR is 23.8 live births per 1,000 population in the Suhum Municipality.

Table 2.8: Reported total fertility rate, general fertility rate and crude birth rate

Municipality	Population	Number of women (15-49 years)	Number of Births in the last 12 months	Total Fertility Rate	General Fertility Rate	Crude Birth Rate
Suhum Municipality	126,403	31,120	3,003	3.9	96.5	23.8

Source: Ghana Statistical Service, 2021 population and Housing Census

Mortality refers to deaths that occur within a population. The probability of dying during a given time period is linked to many factors, such as age, sex, race, occupation, and social class. The incidence of death can reveal much about a population's standard of living and health care. The death rate (crude death rate) is the number of deaths per thousand populations in that population in a given year.

Age Specific Death Rate (ASDR) is the number of deaths in a specific age group per 1,000 population of that age group. Because mortality varies greatly by age and sex, age-specific death rates are often given separately for males and females in a population.

2.7.3 Household size, composition and structure

The municipality has a household population of 126,403 with a total number of 22,315 households. The average household size in the municipality is about 4 persons. Children constitute the largest proportion of the household structure accounting for 33.7 percent. Nuclear household form 30.6 percent. Heads form about 24.4 percent. Extended households (head, spouse(s) and children and head's relatives) constitute 19.0 percent of the total household population in the municipality.

2.7.4 Migration

Migration is a critical factor of population growth in the Municipality. The urban nature of the Municipality and the vibrant service sector with its related industries including trading have continued to attract people from all walks of life into the Municipality. There are 12,830 migrants in the municipality, with about 40.0 percent born either elsewhere in another region of Ghana or outside Ghana. Almost three quarters of the migrant population born elsewhere in another region is from Volta Region (5,626) and Ashanti Region (4,309), Greater Accra (3,798) and Central (2,126). A total of 1,203 migrants were born outside Ghana. In further analysis, a higher proportion of migrants from regions other than Eastern had lived in the municipality between one to four years.

2.8 Gender

About 51.6 percent of the population in the Municipality are female with 48.4 males; however, in the Municipal Assembly females comprise of only about 10 percent with 90 percent of the decision makers been males leading to more gender bias in the direction of development. In the education sector, the differences in the enrolment level of boys and girls in the schools using the Gender Parity Index, from the Kindergarten to the Senior High School is as follows: Kindergarten -0.98, Primary - 0.99 Junior High School - 0.99 Senior High School - 0.91 respectively. This indicates that, more of the girls are not able to enter into the Senior High Schools due to some factors such as drop out as a result of teenage pregnancy, poor performance as result of the burden of household work during the Basic Examination, gender insensitive infrastructure at the basic school levels etc. There is the need to encourage girls to improve upon their learning skills in order to increase the number of girls’ enrolment in the Senior High Schools in the Municipality.

In spite of the pivotal role women play within the family, community and the Municipality at large, very few occupy key decision-making positions in any of the sectors of economic, political and social life. They are relegated to the background as far as public decision-making is concerned. Out of 42 Assembly members, only three (3) are females including one elected member. This is because no concrete policy measures are in place to ensure that the structured inequalities between women and men are taken into account in promoting participation in policy decisions.

However; to reduce these inequalities, prevalence and practice of outmoded customs inimical to women's rights, provide support for victims of violence and to enhance access to economic resources the following measures should be put in place;

- Provision of regular budgetary allocations for building the capacity of Assembly women
- Ensuring equal access to resources, opportunities and funds for development.
- Ensuring that 50% of government appointments to Municipality Assemblies are women
- Public education on Property Rights of spouses by Ministry of Gender and Social Protection and NCCE
- Strict enforcement of existing legislation and sanctions against perpetrators of any cultural or religious practices that negatively affect the welfare, health, dignity and rights of women in the Municipality.
- Institute informal entrepreneurial skill training for women groups

Most of the female in the farming communities of the Municipality are the backbone of their household; however, most of the interventions designed are not gender mainstreamed. With the Medium-Term Development Plan 2022-2025, programmes will be gender mainstreamed to empower more women to participate in the local governance structure and help bridge the gap to some level between the males and females to help in the implementation of projects and programmes and also make input into decision making process in the Municipality.

Table 2.9 Female-Male Assembly Staff Record

No.	Departments of the Assembly	Number of Males	Number of Females	Total
1	Central Administration	48	44	92
2	Information Services Department	1	2	3
3	Social Development	6	9	15
4	Finance Department	4	1	5
5	Births and Deaths	0	2	2
6	Physical Planning Department	5	0	5
7	Trade and Industry			
8	CHRAJ	2	3	5
9	Department of Agriculture	12	5	17
10	NADMO	27	28	55

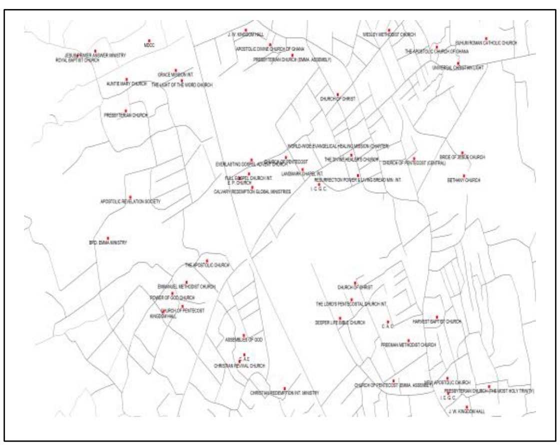
11	Forestry			
12	Business Advisory Centre	2	2	4
13	works Department	15	1	16
Total		**122**	**97**	**219**

Source: MPCU, 2025.

2.9 Religion

The dominant religion in the Municipality is Christianity with close to 9 out of every 10 persons (86.6%) professing the Christian faith. Pentecostal/charismatic denominations dominate the Christian religion with 48.5 percent followed by Protestants (29.5%), other Christians (19.5%) and Catholics (3.6%). The proportion of the population that adhere to the Islamic religious belief is 7.9 percent while 5.0 percent believe in no religion but 0.6 percent of the population adhere to traditional religious beliefs.

Figure 2.9a Places of Worship (Churches) Map Figure 2.9b Places of Worship (Mosque) Map



2.10 Literacy

In the Suhum municipality, 85.1 percent of the population aged 11 years and older is literate. In all 19.5 percent of the population in the municipality can read and write English only while 88.0 percent can read and write English and another language. The proportion of literate males to females was 91.6 percent and 79.5 percent respectively. However, the proportion of illiterate females (20.5%) is more than twice that of males (8.8%)

2.11 Poverty Profiling

Despite the municipality's endowment with natural resources in terms of rich soil and good climatic conditions as well as tourism potentials, poverty pockets still exist. These are predominant in the rural areas where majority of the people are farmers. In coming out with the poverty profiling, secondary data was mainly used and a stakeholder forum organized at the MPCU level. Definitions of poverty were based on indicators such as the following;

1. Inability to afford the necessary basic needs such as food, shelter and clothing to achieve good living standards
2. Inability to afford basic health services
3. Literacy rate and behavioral patterns of the people
4. Low-income levels

Manifestations of poverty are signs that would readily show that a person is poor. These are mostly physical features of the person. A person's nutritional status and the kind of clothing worn tell their poverty status.

Pro-poor Programmes

As a result of the poverty problems and potentials identified earlier, programmes have been designed to help curb or alleviate some of these problems. Some of the problems are pocket specific whilst others are municipality wide. Table 4.2. Refer to Poag below show the proposals made and the beneficiary pockets that have been identified under each thematic area.

2.12 Settlement Systems

The Suhum Municipality exhibits a typical forest settlement topology. The settlement type is predominantly rural with nucleated pattern. There are few dispersed settlements but these are basically farm houses. The major settlements are located along the arterial roads and it appears the road hierarchies determine the settlement hierarchies, thus showing a typical structure. Houses are generally of the compound type except the developing ones which have western type of houses with modern facilities. The rural settlements have local architecture and wall and roofing are generally made of swish/wattle and daub and thatch respectively. The major land uses are agriculture (food cash crops) settlements, infrastructure networks, utility installations, forest and midlands and open maters. The urban centers have land uses like commerce, industry, recreation and public amenities. The rural settlements have a few public structures which are basically schools and Cocoa sheds.

2.13 Population Distribution by Settlements

The definition of rural and urban areas differs from country to country. The general perception is that urban population to consist of those living in towns and cities and the rural population to refer to those living in villages or the country side.

The Ghana Statistical Service (2021) classifies urban areas as communities with population of 5,000 or more and rural areas have populations below 5,000 persons. In addition to this, rural areas are usually characterized by poor housing, poor water and sanitation, poor road network, high poverty levels and predominant agricultural activities. Urban areas on the other hand have the features of high utility services like electricity, water waste management, better roads and telecommunication networks and the dominance of other sectors such as service, industry and commerce over agriculture.

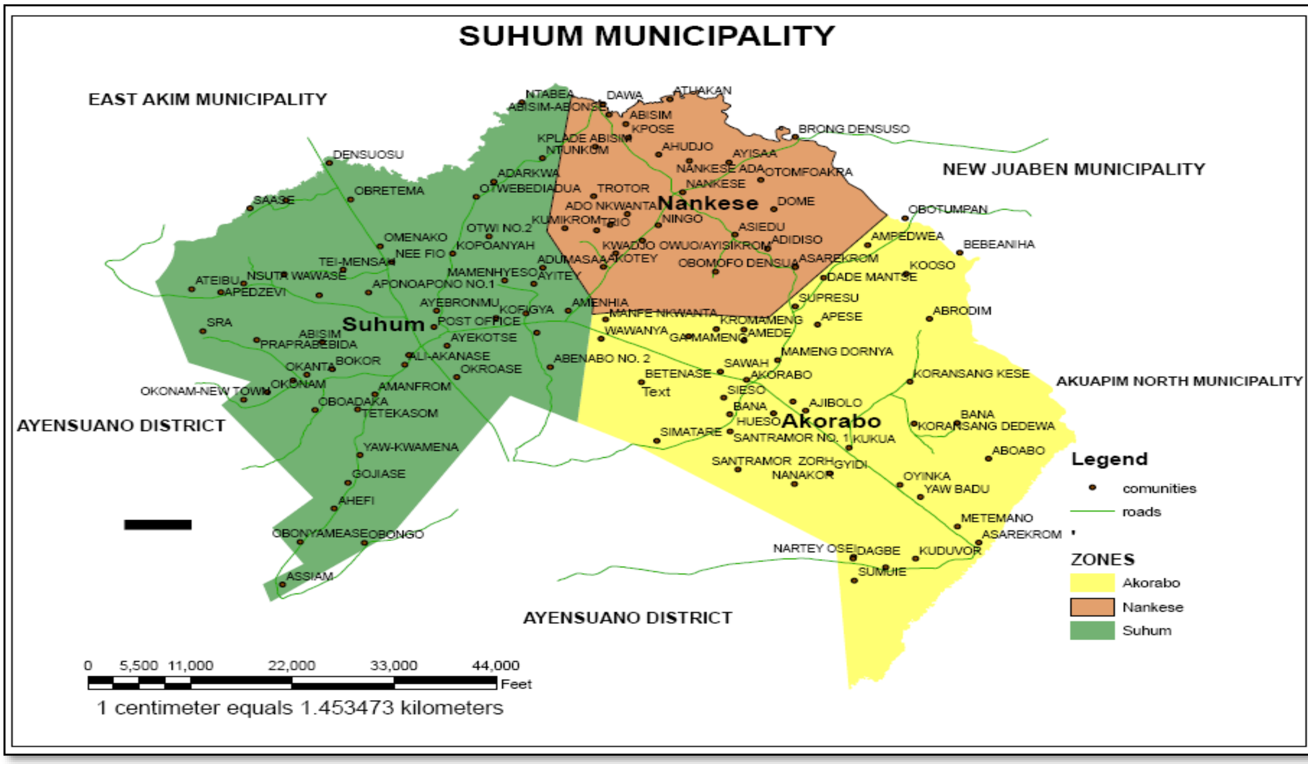
Based on these definitions, only four (2) communities were found to be urban in the Suhum Municipality as of 2021. The remaining settlements are considered rural. This implies that the urban communities take 47.0 percent of the Municipality's population as against 52.9 percent in the rural areas. The Municipality is rural in terms of population distribution. The distribution of the population is indicated in Table 1.10.

Table 2.10: Rural and Urban Population in the Municipality

Settlement	**2021 Population**	**Percentage of Municipality Population**
Suhum	53,016	41.9
Nankese	6,504	5.1
Total Urban Population (A)	59,520	47.0
Total Rural Population	66,883	52.9
Total Population	**126,403**	

Source: GSS, PHC 2021.

Figure 2.10 Settlement Map of the Suhum Municipality



Source: Physical Planning Department, 2025.

2.13.1 Services & Infrastructure Availability

The Scalogram of the municipality explains the relationship between services and infrastructure at one end and the various settlements at the other end. Both services and infrastructure in the municipality are unevenly distributed with a chunk of these found in Suhum, Nankese and Okorase. Hierarchically, the settlements with most services and infrastructure are generally at the peak while the settlements with the least services and infrastructure are at the nadir as depicted on table 2.11

Postal services in the municipality are inadequate. There are only two (2) communities which have access to postal services. This hampers economic development.

Banking services in the municipality is unevenly distributed with banks such as Commercial bank Agricultural bank, Momodu Rural Bank, and Suhum Rural Bank operating in the municipality. In addition, there are micro finances such as Ever Green Micro Finance operating in the municipality. This has a great impact on the developmental efforts of the municipality and needs urgent attention.

Table 2.11 Hierarchy of Settlements

Facilities / Settlements	Population	Primary School	Junior High School	Senior High School	Tech/Voc. School	Hospital	Health Centre	R.C.H.C	CHPS Compound	Maternity Home	Pipe-Borne Water	Borehole/HDW	Public Toilet	Post Office	Mobile Phone	Fixed Phone	Police Station	Fire Station	Bank	Hotel/Guest House	Electricity	Bi-weekly Market	Industry	Total	Ranking
	53,0	*	*	*	*	*	*	*			*	*	*	*	*	*	*	*	*	*	*	*	*	2	1st
Suhum	16	*	*					*		*	*	*	*	*	*		*		*		*	*		2	2nd
Nankese	6,50	*	*					*				*	*		*						*			1	4th
Okorase	4	*	*	*					*			*	*		*	*				*	*			3	3rd
Akorabo	4,86																							7	
	1																							1	
	3,34																							0	
	5																								
Brong	3005	*					*				*		*		*		*				*		*	6	5th
Den.	1785	*	*						*			*			*						*			6	6th
Obretema	1669	*	*									*			*						*			5	12th
Omenako	1262	*	*									*	*		*						*			6	7th
Amanhia																									
Okanta	538	*	*									*			*									4	14th
Densuso	661	*	*									*			*						*			5	13th
Adarkwa	1114	*	*									*	*		*						*			6	8th
Supresu	721	*	*						*			*			*						*			6	9th
No. 2																									
Jato	1319	*	*									*			*						*			5	15th
Kukua	1194	*	*						*			*			*						*			6	10th
	561	*	*						*			*			*									5	16

Koransang -Ataui Kromameng	833	*	*									*			*									4	14th
Abenabo	966	*	*						*			*			*						*			6	11th
No.2		*	*						*			*			*						*			6	8th
Kwahia	676	*							*			*			*									4	17th
Gojiase	701	*	*									*	*		*						*			6	9th
Kofigya	2171																								

Source: MPCU, 2025.

Settlement Systems - Implication for Development

- The poor and small nature of the drainages in the municipality is the major cause of flooding in the municipality. This situation results in destruction of properties and loss of lives.
- The poor nature of settlements and lack of layouts allows developers to site structures on roads and water ways. This makes access to houses in times of emergencies such as fire outbreaks difficult.
- Access to households to dislodge fecal waste is as well difficult; hence the assembly sometimes resorts to the manual way of dislodging. This has health implication on residents and service providers.
- The poor nature of the roads leads to frequent breakdown of vehicles and accidents.
- High cost of transport in the municipality due to the poor nature of the roads.
- Open defecation is practiced in most part of the municipality; this is because most houses lack toilet facilities. This has health implications in terms of outbreak of diseases such as Typhoid, malaria, diarrhea etc. There is therefore the need for the assembly to promote the construction of household toilets.
- A number of public toilets are in a deplorable state and in an unsanitary condition. More public toilets should be constructed and old ones renovated in the municipality.
- The markets in the municipality are in poor state, there is the need to provide additional sheds and other facilities in other to increase revenue for the assembly.

- The impact of poverty is felt more in the agriculture sector. This is because farmers lack the appropriate technology, updated skills, modern technology and capital to invest in the sector.

2.14 Culture

Behavioral patterns, belief systems, principles and ways of living are derivatives of our culture. Culture is the invincible bond which ties people together. One of the things that make every culture homogeneous is the practice of chieftaincy.

The municipality has a rich cultural and chieftaincy system. The traditionally administration has the Akyem Abu Akwa as a state under one leader, the Okeene with the seat at Kyebi. Akyem Abuakwa has five (5) divisions namely:

- Adonten, with its seat at Kukurantumi.
- Nifa, with its seat at Asiakwa.
- Kyidom, with its seat at Wenchi.
- Gyaase, with its seat at Kwabeng and
- Benkum, with its seat at Begoro.

Though some of the Chiefs within the Municipality are migrants have been made members of the Akyem Abuakwa Traditional Council.

2.14.1 Festivals

The major festival of the people in municipality is the Odwira Festival which was instituted in the year 2002 upon the elevation of the Suhumhene to the status of Osabarima by the Okyenhene. However, the people of settler stock origin travel to their hometowns to celebrate festivals of their indigenous towns. For instance, the Akuapims in the Municipality travel to Akropong to celebrate the Odwira Festival with their clansmen in September every year.

Besides, people of Municipality observe Adae - (Akwasidae) and (Awukudae), which falls on every fortieth day in a year.

During festival occasions, the traditional head and his sub-chiefs bring on board their developmental agenda for the welfare of the citizenry.

2.14.2. Ethnicity

Ethnicity in the municipality is varied with the predominance of Akan (37.4%), Ga-Adangme (25.6%), Guan (17.4%), and Ewe (17.4%) The land tenure system in the municipality is quite different from what pertains in most parts of the country. Land is generally owned by individuals and families as a result of freehold acquisitions from the allodia title owners- the Akyem Abuakwa Stools

2.15 Governance

The Suhum Municipality was carved out of the former Suhum-Kraboa-Coaltar municipality in in March 2012 under the Local Government Act 462, 1998 by the Legislative Instrument (L.I) (L.I.) 2048.

Ghana's sub-national governance structures are characterized as a three-tier structure created initially by PNDC Law 207 and subsequently refined by the 1992 Constitution and Local Government Act, 1993, Act 462.

It is made up of a Regional Coordinating Council and a four-tier and three-tier Metropolitan/Municipal/Municipality Assembly system.

The Municipal Assembly consists of the Municipal Chief Executive (MCE), 29 elected assembly members (28 males and 1 female), 14 government appointed assembly members (12 males and 2 females), the 1 Member of Parliament (MP) representing the constituency.

The Assembly has a Presiding Member who is elected from among its members by two-thirds of all the members of the assembly.

The Assembly has 29 Electoral Areas, 29 Unit Committees and 145 Unit Committee members. 3 Urban, Town and Zonal Councils made up of;

- Urban Council - Suhum
- Zonal Councils –Nankese and Akorabo

The structure has the Executive Committee as the executive wing of the assembly.

The Executive Committee consists of;

- The MCE as Chairperson
- The Chairpersons of the following Sub-Committees of the Executive Committee

1. Development Planning 2. Social Services 3. Works 4. Finance and Administration 5. Justice and Security.

The chairperson of one ad hoc Sub Committee, two other members elected by members of the Municipality Assembly. The MCD as the Secretary of the Executive Committee.

The administration of the municipality is under the leadership of the Municipal Chief Executive assisted by the Municipal Co-coordinating Director and the technical departments. The departments of the Assembly are:

1. Central Administration 2. Disaster Prevention and management 3. Agriculture 4. Education 5. Social Development 6. Health 7. Works 8. Physical Planning 9. Finance
   10. Trade & Industry 11. Natural resource conservation and wildlife

Others Government Departments are;

- Electoral Commission
- National Commission for Civic Education (NCCE)
- Information Service Department
- Birth and Death Registry
- Statistical Service
- Ghana Police Service
- Ghana Fire Service

Most of these departments face challenges such as; low staffing, poor office and residential accommodation.

2.16 Social Accountability

Decentralization is seen as an important mechanism for strengthening local democracy and improving service delivery. It has helped to transfer development and governance of local communities to Municipality Assemblies making participation by ordinary citizens governing process practical and possible. The participation and engagement of citizens in decision-making is the hallmark of democracy. Citizen's participation is therefore a right guaranteed by the constitution of Ghana which places ultimate power in the people.

Popular participation seeks to promote local democracy, participation and accountability through strong and viable stakeholder involvement, clarifies and strengthens the roles and relationships between state and non-state actors in the decentralization agenda (Ghana, NPPF 2016).

The Assembly has several platforms which serve as very good opportunities for citizens to participate in the development agenda of the municipality. Some of these channels which exist within the Assembly are;

- Public Planning Hearing (DMTDP)
- Public Budget Hearing
- Stakeholder/Ratepayers Fee -Fixing Consultation
- Validation and Review Forums
- Notice Boards (DA and Sub - Committee Meetings, Revenue Charts, Gazetted Fee Fixing Resolution, Announcement of Jobs, Appointments, Procurement Awards, etc. of public interest.
- Town Hall and Community Meetings
- Information Sharing Session
- Public Sitting of MMDAs
- U/T/A and Unit Committee Meetings
- Open Days
- Policy Fairs & Policy Review Clinics
- Websites (Active and Interactive)
- Exhibition of Development Projects
- Bulk SMS Text Messages
- Regularly updated online directory
- Annual Social Audit

However, some of these platforms are not functional or are weak in its engagement. The sub-municipality structures are not well resourced with a number of them lacking office accommodation and personnel (*Source*; SuMA, P2 Plan 2017).

Notwithstanding, engagement with other interest groups such as; the Traditional Authorities, Assembly members, Service providers (GWCL, ECG), Religious groups and some NGOs are very encouraging.

Additionally, collaborations with NGOs such as Ghana Strengthening Accountability Mechanism (GSAM), Centre for Local Government Advocacy making significant impacts in the municipality.

Their activities strengthen and promote citizens participation in development planning and budgeting.

Development Implications – Governance

- Opportunities are provided to stakeholders to voice their opinions and participate in their local governance by participating in the preparation of DMTDP thereby producing a plan that meets the needs and aspirations of the people.
- Promotes transparency and openness of activities of the Municipality Assembly thereby lending credibility to the Assembly.
- Improves the quality of decision making at the municipality Assembly
- Improves the public's understanding of the municipality's responsibilities
- Builds community support for projects and programmes and improves stakeholder relationships.
- Changing behavior patterns and getting buy-in from stakeholders.
- Political interference in decision making which does not promote popular participation

2.17 Security

Security services in the municipality are the Police, Bureau of National Investigation (BNI) and the Fire Service. The Police enforce law and order in the municipality. The security situation in the municipality has always been generally peaceful and calm.

Reported security problems at the Police Station are often in connection with issues relating to cattle rearing, assault, domestic violence, offensive conduct (threats of death), and road/motor accidents. The major security problem that the municipality has quite often been grappling with is the burgling.

The Fire Service on the other hand helps prevent and fight fire outbreaks in the municipality. They also train fire volunteers, create awareness on bush fire and how to sustain it and educate the public on fire, its effects and how to prevent its occurrence.

The problems associated with the security agencies in the municipality are;

- ✓ Inadequate and poor housing for Police personnel
- ✓ Lack of Barracks attached to the Police station which makes mobilization of police difficult.
- ✓ Inadequate Police Stations/posts

- ✓ Poor road network leading to the office of the Fire Service and police quarters ``

Local Economic Development

Local Economic Development according to Ghana's National Decentralization Policy (2010), is the process by which local governments, local businesses and other actors outside the locality join forces and resources to enter into new partnership arrangements with each other or other stakeholders to create new jobs and stimulate economic activities.

Policies to promote job creation, the establishment of local industries and the facilitation of intra and inter municipality trade as well as strengthening the competitiveness of the local private sector are all part of the mandate of MMDAs in the area of economic development.

The SuMA has over the years made significant efforts at reducing poverty and improving the lives of its citizenry. In spite of the progress made in tackling poverty, citizens are still faced with high levels of poverty, and unemployment. At the same time, there are challenges in meeting the needs of the people mostly due to lack of resources.

Addressing these situations requires a new approach to development that focuses on fully harnessing the economic potentials and resources of the local areas for job creation and consequently improved living standards.

The Government's flagship programmes such as ''One Municipality, One Factory'', Planting for Food and Jobs, DCACT among others are all geared towards the use of local resources for local development.

The SuMA therefore would promote policies and interventions to promote the establishment of SMEs as a base for industrial development. Some of the bottlenecks in achieving this objective are;

- Poor local level capacity and commitment to provide leadership and direction in policy making (by-laws and processes to regulate/reduce the cost of doing business and maximize the involvement of people in the local economy.
- Weak capacity and commitment to respond timely to local entrepreneurs and practical efforts at promoting LED.
- Inadequate resource base for LED
- Weak private sector to engage public sector for LED

- Poor entrepreneurial culture among citizens
- Poor and inadequate infrastructure such as roads, water, power etc.
- Absence of adequate economic growth strategies
- Informal nature of businesses
- Poor access to finance
- Limited training
- Poor enabling environment
- Limited access to post-production infrastructure (i.e. storage, processing, transport etc.)

2.18 Strategies for the Promotion of LED

The Assembly would partner appropriate Government agencies, private sector, donors, NGOs and other agencies to:

- Provide urban and rural infrastructure (roads, energy, markets, water, storage facilities, processing facilities etc.) to enhance quality service at the local levels.
- Identify and exploit existing and potential natural resources, expertise and facilitate access to financial resources for LED.
- Equip local economic actors with the requisite skills, knowledge and attitudes and build capacity of LED institutions at all levels.

2.18.1 Funding Arrangements to Support LED

The following funding mechanisms are expected to help promote LED activities in the municipality:

- Central Government support for LED activities such as the ‘’One Municipality One Factory programme, One Million dollar per Constituency policy and other GoG policies.
- Develop and integrate LED activities into its Budgets and Annual Action Plans.
- Public – Private Partnership (PPP) engagement that would support LED.
- Seek funding from development partners and donors to support LED activities

2.18.2 Potential LED areas in the municipality

- Development of irrigation facilities

- Development of storage facilities/warehouses
- Development of Agro processing facilities (palm oil, cassava processing etc.)
- Development of Aqua culture and fish processing facilities
- Cash crop production
- Development of Animal Husbandry (goat, sheep, piggery, pottery etc.)
- Tourism development
- Development of markets

2.19 Economy of The Municipality

2.19.1 Structure of the Economy

The municipality is agrarian in nature with the agriculture sector employing about 57.2% of the employed population. Workers in the service and sales occupational groups are 34.0%, craft and related trades 16.1%. The technical and associated professional's employs 1.4% with the least proportion being other occupations and managerial categories representing 0.7% and 0.04% respectively.

Table 2.12: Employed Population by Occupation and Sex

Occupation	Both sexes			Male			Female	
	Number	Percent		Number	Percent		Number	Percent
Total	49,088	100.0		25,512	100.0		23,576	100.0
Managers	346	0.7		242	0.9		104	0.4
Professionals	3,624	7.4		1,898	7.4		1,726	7.3
Technicians and associate professionals	675	1.4		394	1.5		281	1.2
Clerical support workers	810	1.7		463	1.8		347	1.5
Service and sales workers	16,659	34.0		3,108	12.2		13,551	57.5
Skilled agricultural forestry and fishery workers	12,874	26.2		9,120	35.7		3,754	15.9
Craft and related trades workers	7,911	16.1		5,684	22.3		2,227	9.4
Plant and machine operators and assemblers	3,640	7.4		3,560	14.0		80	0.3

Elementary occupations	2,531	5.2		1034	4.1		1,491	6.3
Other occupations	18	0.04		9	0.04		9	0.04

Source: Ghana Statistical Service, 2021 Population and Housing Census

2.19.2. Agricultural Activities

The municipality's economy is mainly rural and dominated by the agricultural sector, which employs about 57.2% of the economically active population (GSS PHC 2021). Households are mainly involved in agricultural activities such as crops, livestock, fisheries, agro forestry and non-traditional commodities.

Agriculture production in the municipality is predominantly rain fed, since it is the main stay of the Municipality's economy, variations in weather pattern could lead to low yield and subsequently hunger and poverty.

The agricultural and forest resource base of the municipality facilitates the establishment of manufacturing and processing industries.

2.19.3 Major Economic Activities:

i. **Farming**

Agricultural production is mainly at subsistence level with an average farm size of 2.3 acres. Land is mostly family owned. A significant percentage of the farmers have access to extension services though there are some few challenges. Some of which are inadequate extension officers and lack of means of transport by extension agents to reach farming communities. As a result, only few surrounding communities get access to extension services. The Municipality is well noted for the production of cash crops such as cocoa, oil palm and citrus as well as some food crops like cassava, maize, cocoyam, plantain and vegetables.

The total arable land cultivated in the municipality is 366 hectares. The farming system used is usually determined by the type of crops cultivated by farmers. However, mono-cropping is practiced for tree crops, cereals and legumes whereas mixed cropping is adopted in food crops cultivation. Despite inadequacy of the extension services, there has been an improvement in farmers using modern technology methods of farming. Inadequate storage facilities and low prices for farm produce are some of the challenges faced by farmers in the municipality.

Livestock rearing is the second most important agricultural activity in municipality. The 2010 census counted a total of 202,165 livestock of different species across the municipality. However, competition with crop farmers and the alien herdsmen is the source of conflicts in the area, with the animals (cattle) destroying large quantities of farm produce as well as the clash of cultures between the indigenes and the herdsmen. The types of livestock commonly reared include sheep, goats, cattle, chicken, pigs, etc. Domestic poultry keeping is the largest activity although there are few commercial poultries at Suhum and its surrounding areas. The problems faced by this sub-sector are:

1. Poor Housing
2. Poor Breeds
3. Absence of pastures (free range)
4. Animals are prone to diseases and theft
5. Sour relationship between cattle owners/herdsmen and farmers.

ii. **Mining**

Small scale mining activities such as stone quarrying and sand wining are carried out in some areas of the municipality. This is creating a lot of environmental hazards in these areas where these minerals are deposited. It is of great importance to note, however, that the existence of these resources creates a good atmosphere for economic development. The municipality is, therefore, looking forward to investors coming and investing in the mineral resource of the municipality.

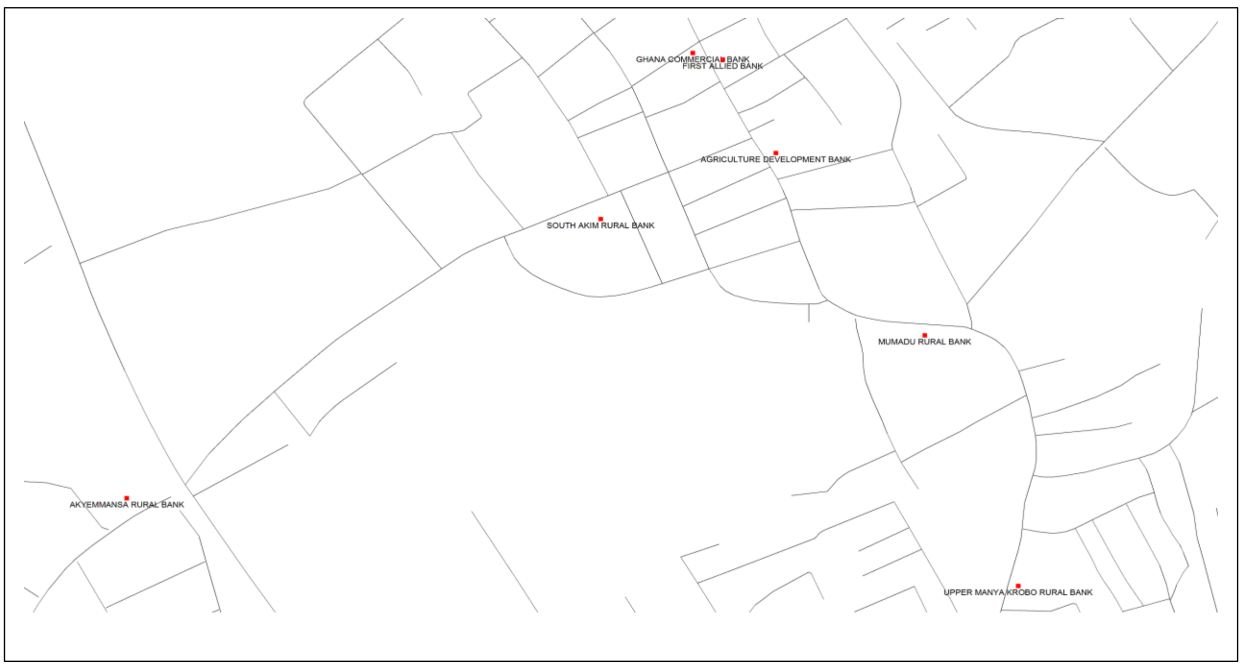
2.19.4 Manufacturing Industries

The municipality has some small-scale industries that process mainly alcoholic beverages, herbal products and agricultural produce for sale in markets in and around. These include cassava processing into cassava dough and gari and palm oil extraction. Others include carpentry, blacksmiths, mechanics, dressmakers, and small-scale sawmills. All these small-scale operators are not organized and therefore are not able to access any institutional credit to improve their productive activities. They also have little or no access to services such as water, electricity and good roads. Low skill development also limits these small-scale producers' linkage to other producers and sectors.

2.19.5 Banking

Both Commercial and Rural banks are found in the municipality. These banks include the Commercial bank, Agric bank, Mumuadu Rural Bank, Suhum Rural bank, GN Bank all located in Suhum leaving the other settlements in dire need of banking services. People, therefore, travel from far to access banking services in Suhum. Coupled with this challenge is the unwillingness of the banks to give credit to farmers because of the high risks associated with these loans.
The inadequacy of these services has resulted in the creation of private credit unions such as the Ever-Green Credit Union. Local money lenders are also available providing short term credit to the people with high interest rates. The high interest rates charged on these loans deter prospective borrowers. This affects their ability to expand their production activities and therefore slowing down the municipality's growth and development as shown in figure 2.6

Figure 2.11 Financial Institutions Map



Source: Physical Planning Department, 2024.

2.19.6 Communication

Telecel, MTN and Airtel Tigo are the main telecommunication services providers available in the municipality. The telecommunication services they provide are mainly centered in Suhum and Nankese. Telecommunication in the municipality is fast spreading with various masts being erected in various parts of the municipality especially its capital. Postal service facilities in the municipality are located in two (2) localities namely Suhum, and Nankese. Postal agencies serve the rest of the communities by receiving mails and selling postage stamps. Some of the postal agencies are collapsing due to the failure to pay staff salaries. Internet services in the municipality are extremely bad. Apart from Suhum, Okorase and Nankese which have some services, the rest of the communities in the municipality lack internet facilities. This situation has limited the municipality's ability to communicate effectively within and outside to enhance the municipality's economic development. It will be beneficial to the municipality if private individuals and organizations intervene to help improve communication services in the municipality as shown in figure 2.8.

Figure 2.12 Telecommunication Mast Map

2.19.7 Income Level Analysis

Income sources of the municipality are mainly from the agricultural sector but are unevenly distributed. Thus, commercial farmers, who are in the minority, enjoy a larger proportion of the municipality's total income from agriculture whilst the majority of farmers enjoy just a little. Thus, income in the municipality is inequitably distributed.

2.19.8 Economic Infrastructure

Roads

Most of the road networks in the municipality are feeder roads that are in poor conditions, especially during the rainy seasons. Consequently, transportation of food crops to the market centers is very difficult and expensive. These conditions, coupled with inadequacy of suitable storage and preservation facilities are major impediments to increasing agricultural produce. Inadequate extension services delivery, input supply, credit and mechanized services are some of the problems faced in the sector. These lead to poor production, which is a major contributor to the low-income levels of people in the Municipality since the majority of them, are into farming.

Markets

The municipality has two market centers for commercial activities especially for marketing farm produce. There is one (1) major market located at Suhum and one minor at Akorabo. The Assembly, however, generates much of its Internally Generated Revenue (I.G.R.) from the Suhum market. Facilities in this market center are woefully inadequate and others in bad shape.
The Suhum market has however received a facelift with the construction of a 40-Unit 2 store market stores and constructed 40 No. market sheds. Additionally, work is on-going on the construction of 2-storey 16 market store. Work is also completed at the Akorabo market. The other markets also require further improvements.

Table 2.13: Major Market Days and Commodities

Market Centre	Market Days	Main Food Item
Suhum	Mondays and Thursdays	Plantain, Cassava, Cocoyam, Pepper, Garden Eggs, Okro, Cabbage, Gari, Tomatoes, Green Pepper Onion, watermelon , Fish, Chilies etc.
Akorabo	Wednesdays and Fridays	Plantain, Cassava, Cocoyam, Pepper, Tomatoes Garden Eggs, Okro, Cabbage, Green Pepper, Onion, Cassava Dough, Gari and Goat and Sheep.

Source: MPCU, 2025.

2.19.9 Commodity Flows

The exchange of goods within the municipality and between municipalities is crucial in promoting trade in the municipality and the country as a whole. The trade takes place mainly at the markets. This is depicted in the table below:

Table 2.14: Commodity Flows in the Municipality

Commodity	Inflow	Outflow
Vegetables and Food Stuff	Within the municipality, Ayensuano and Mangoase	Koforidua, Kumasi, Takoradi, Somanya, Mankessim, Asamankese and Accra.
Fish	Afram Plains, Winneba, Akateng.	Koforidua, Accra, Akateng, Asesewa
Manufactured Goods e.g. Cloth/used clothing, cosmetics plastic wares, cooking utensils building materials, foot wares etc.	Koforidua, Kumasi and Accra	None

Source: MPCU, 2025.

2.20 Food Security

The municipality can be described as one of the nation's food baskets in the Eastern Region of Ghana. This is because it has a large land mass of fertile soils that enhances the production of various foodstuffs.

2.20.1 Status of Current Food and Cash Crop Production Levels

Table 2.15: Estimated Production Levels of Major Foods and Cash Crops

Commodity	Cultivated area (ha)	Yield (MT/Ha)	Production (MT)
Maize	60,456	0.86	14,999.80
Cabbage			
Cassava	70,132.9	91.0	4322,110.0
Yam	43.70	10.40	432.70
Cocoyam	2,453.4	58.40	7,123.0
Plantain	432.9	30.20	56,111.8

Source: MOFA 2024 Report

Major food production levels in Municipality are shown in the table above. Cassava, cocoyam, plantain and tomatoes had high production. It is therefore in place for the municipality to go into cassava processing as part of the one municipality one factory policy.

However, the uneven rainfall distribution affects crop production which caused delays in transplanting of vegetables such as pepper, tomato and cabbage across the municipality. Irrigation schemes are therefore encouraged to boost the production of vegetables and other crops.

Challenges facing farmers such as inadequate agricultural inputs, increases in fertilizer prices and agro chemicals are contributory factors to the low yield of crops and inability to expand farm sizes. Consequently, low crop yield results in low income and therefore farmers are not able to save enough for other responsibilities and subsequent farming activities. Profits made are ploughed back into farm business in subsequent year, resulting in financial constraints to meet family needs. Another challenge farmer's face is their inability to access credit facilities.

Access to food in the municipality is linked to the poverty and income levels of the people. The Northern part of the municipality cannot be said to have equal access to sufficient or enough food at all times. The area is rural in nature and characterized by low-income levels. It also has an erratic rainfall pattern and poor road network amongst others. There is therefore the need to increase the income level of the people, promote irrigation facilities and reshape the roads in these areas.

Farm Labor

There is labor shortage at all levels of crop production, especially, during land clearing and weeding. The shortage is due in part to the fact that everyone is busily engaged on his farm during this period and also because of the loss of the youth who constitutes the larger labor force through the rural-urban drift to the capital city and the other larger cities.

Despite the occurrence of labor shortages 73 percent of farmers still rely on the services of hired labor in their farming activities. Other groups like household members constitute 18.6 percent, while relatives make up 3.5 percent. The "Noboa" or co-operative groups also fill in the gap in the farm-labor equation as they constitute 4.7 percent of the farmers who were contacted.

Storage Facilities

Field survey conducted in the Municipality revealed that modern or improved storage facilities are not available for use by the farmers. The farmers are therefore invariably compelled to dispose of most of their produce as and at when it is harvested. The producers of vegetables (such as garden eggs, pepper, tomato, okra) and citrus are adversely affected as prices at which these perishable food items are sold fluctuate to the detriment of the producers. The buyers take advantage of their perish-ability and quote prices which mostly do not meet the expectations of farmers.

Extension Services

The main aim of the Extension Service in the municipality is to address the felt needs of the farmers and also to assist them to increase agricultural production through the transfer of improved production and post-production technologies that would support better living standards. This is normally done through seminars and demonstrations. Less than 50 percent of farmers have access to extension services.

Each sub-municipality is manned by a Municipality Development Officer (DDO). The sub-municipalities are also divided into operational areas, which are also manned by Agriculture Extension Agents (AEAs). There are other private establishments and non-governmental organizations in the municipality that provide some form of extension services to farmers through technical support and provision of credit facilities, seedlings supplies and agricultural inputs

Value Addition and Farmer Based Organizations (FBOs)

Value addition of farm inputs in the municipality is mostly pursued by Farmer Based Organizations who are engaged in widespread processing of oil palm, kernel oil and Cassava. Other FBOs are also engaged in marketing and production of food and cash crops like rice and cocoa respectively. Development partners working in the municipality such as the Hunger Project, Child Aid and Youth Development Network augment the efforts of the municipality Agriculture Development Unit by building the capacity of women and Farmer Based Groups in Gari processing, and palm oil processing and soap making. The table below shows the recognized Farmer Based Groups in the Municipality, their location and area of operation. The capacities of the FBOs can be built to enhance value chain of the various food crops and also serve as input suppliers to farmers. The FBOs can be linked to financial institutions by registering them into cooperatives.

Table 2.16 FBOs in the Municipality

Type of FBO	Number	Location
Oil Processing and marketers	3	Abisim, Ayisikrom,brodiem
Cassava and Cocoa producers	2	Akorabo(2)
Maize and Cocoa Producers	10	Abisim, Ningo, Akote, Dawa, Dademantse, Adarkwa,Ntunkun, Akorabo,Otwebediadua,Kpokpoya
Gari processors	1	Kukua
Crop producers	6	Abisim, Dawa, Akorabo, Akote, Adarkwa, Otwebediadua
Citrus farmers Association	-	-
Rice Producer	-	-

Source: MOFA 2025 Report

2.20.2 Nutrition

Access to food in the municipality is linked to the poverty and income levels of the people. Despite the municipality being considered as the food basket in the region, food is not accessible to everyone. Hence, the issues of child malnutrition exist in the municipality. About 0.1% of children under 5 years of age are malnourished.

The main nutrition problems include; inadequate intakes of energy and protein, iodine deficiency disorders, iron deficiency and vitamin-A deficiency. The municipality records issues of Severe Acute Malnutrition (SAM) which in most cases are as a result of multi-nutrient deficiencies.

Cases of this SAM are either the child is an abandoned child, the mother has no source of income or the mother or both parents are dead. In such situations, there is the need for external support to care for the child.

The CMAM programme is one intervention that the Municipality Health directorate has adopted to manage severe malnutrition cases in the communities. Community Health Nurses are trained as part of the programme to manage these cases by conducting nutritional assessment and clinical analysis. After 16 weeks the child is expected to recover and integrated back into the communities. In other for the objective of the programme to be sustainable, it is recommended that the Health Directorate collaborates with the Social Welfare Department to support the caregivers. They are also to work in collaboration with the Agriculture Department in implementing its Food Based Nutrition Education programmes in the communities.

The consequences of this poor nutrition especially among children and mothers are; deaths, sickness and mental problems.

The DHD as part of its activities in line with the National Health Policy under takes the following activities to improve the nutritional status of both mother and child;

- Growth monitoring and promotion of Child Welfare Clinics (CWC)
- Community Infant and Young Feeding Counselling (C-IYCF)
- Community-based Management of Acute Malnutrition (CMAM)
- Vitamin A supplementation
- Exclusive breastfeeding campaigns
- Control of micronutrient deficiencies (iodine, iron, folic acid, vitamin A)
- Health talks on maternal nutrition
- Food demonstrations

The challenges involved in implementing the afore-mentioned activities are mainly inadequate funds to conduct nutrition activities and inadequate knowledge by health workers on Essential Nutrition Actions (ENAs).

2.21 Social Services

In this section the current situation in the Municipality with regards to education, health and other social related issues are presented.

2.21.1 Education

Education deals with the number of institutions, enrolment, staffing, performance at BECE and other non-physical activities related to education in the Municipality.

Number of Educational Institutions

The total number of educational institutions (public and private) in the Municipality as at 2025 Second Quarter is summarized below:

Table 2.17: Number of Educational Institutions

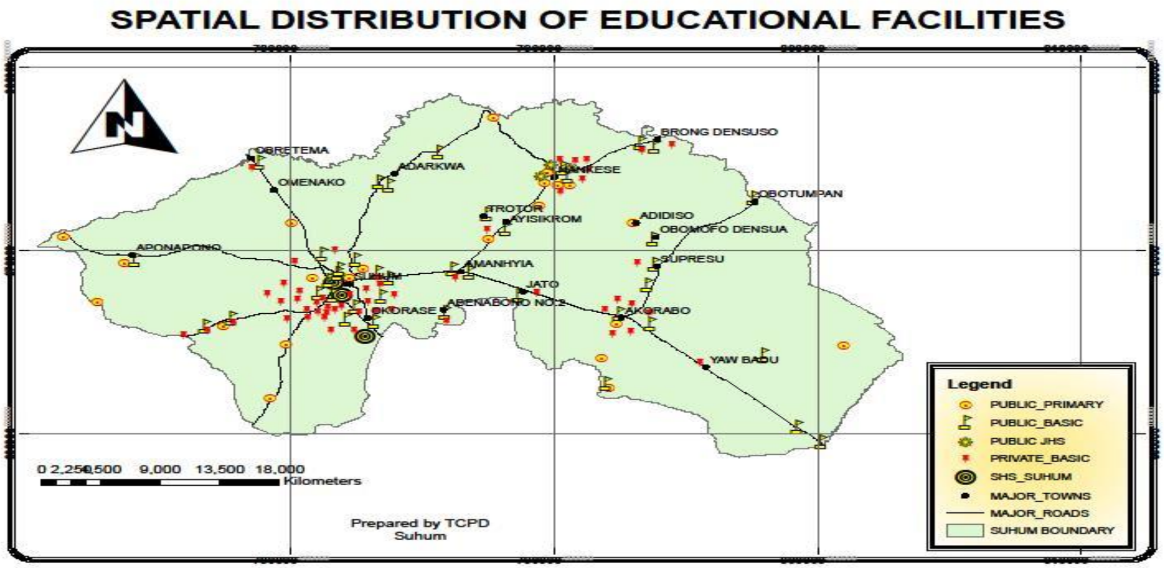
Level	**2022**			**2023**			**2024**			**2025**		
	Public	Private	**Total**	Public	Private	**Total**	Public	Private	**Total**	Public	Private	**Total**
Kindergarten	67	47	**114**	67	48	**115**	68	48	**116**	68	50	**118**
Primary	74	44	**118**	75	47	**122**	75	47	**122**	75	47	**122**
Junior High School	60	35	**95**	60	34	**94**	61	33	**94**	61	33	**94**
Senior High School	3	0	**3**	3	0	**3**	3	0	**3**	3	0	**3**
Technical and Vocational	1	0	**1**	1	0	**1**	1	0	**1**	1	0	**1**

Source: Municipal Education Office, Suhum, 2025.

There has been a slight change in the number of educational institutions comparing the year 2022 to 2025. The municipality has been able to add two number Kindergarten schools and three number Junior High Schools.

The municipality has however initiated a number of educational infrastructures which are at various levels of completion and had support community-initiated projects.

Figure 2.13 Spatial Distribution of Educational Facilities



Source: Physical Planning Department, 2025.

Table 2.18: Gender Parity Index

Level	2022			2023			2024			2025		
	Male	Female	GPI	Male	Female	GPI	Male	Female	GPI	Male	Female	GPI
KG	2003	1977	0.99	2303	2192	0.95	2152	2011	0.97	1924	1901	0.98
Primary	7307	6599	0.90	7136	6612	0.93	7347	6809	0.91	7234	6713	0.99
JHS	2953	2696	0.90	3212	2941	0.92	3301	3291	0.92	3647	3461	0.99

Source: Computed from Annual Report, MEO, 2025

Staffing in Public Schools

There were increases in the absolute number of trained teachers at all levels of public basic schools. This came about as a result of the posting of more teachers to the municipality. However, the number of untrained teachers went down due to the fact that most of them upgraded themselves by obtaining Diploma in Education through distance.

Table 2.19: Staffing in Public Schools

Level	2022						2025					
	Trained			**Untrained**			**Trained**			**Untrained**		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
KG	5	172	177	1	2	3	4	170	174	0	1	1
Primary	191	229	420	2	0	2	176	293	469	0	0	0
JHS	213	113	326	6	0	6	250	136	386	0	0	0

Source: Computed from MEO Mid-Year Report 2025

Pupil: Teacher Ratio in Basic Schools

The Pupil: Teacher ratio in the Municipality is summarized in the Table below:

Table 2.20: Pupil: Teacher Ratio

Level	**2022**	**2023**	**2024**	**2025**
KG	23:1	23:1	21:1	21:1
Primary	32:1	32:1	30:1	30:1
JHS	18:1	18:1	17:1	17:1

Source: Municipal Education Office, Suhum, 2025

Performances in the Basic Education Certificate Examination

The Municipality performance in the Basic Education Certificate Examination has drop. In 2022 the district recorded 84.7 percent and 81.4 percent in 2023. Below is a summary of BECE performance in the Municipality for 2022 and 2023.

Table 2.21: Performance at BECE

Indicator	2022			2023			2024			2025		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number Registered	1158	1119	2277	1302	1251	2553	1207	1199	2406			
Number who wrote the Exam	1167	1110	2261	1286	1244	2530	1203	1199	2402			
Percentage who passed	82.5	86.8	**84.7**	79.5	83.4	**81.4**	91.4	94.7	**93.0**			

Source: Municipal Education Office, Suhum, 2025

Second Cycle Education

The Municipality has three Public Senior High Schools and one privately owned. A vocational training center is run by the Department of Community Development. Enrolment levels in second cycle institutions are as follow

Table 2.22: Enrolment in Second Cycle Institutions

Level	2022			2023			2024			2025		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Senior High Senior High	3143	2972	6116	3601	3894	7495	3603	3899	7502	3616	4807	8423
Vocational Technical	220	165	385	233	172	405	366	246	616	741	399	1140

Source: Municipal Education Office, Suhum, 2025

Staffing in Second Cycle Institutions

The situation with respect to staffing in second cycle institutions at the end of the period is shown in the table below:

Table 2.23: Staffing in Second Cycle Schools, 2022-2025

Level	**2022**			**2023**			**2024**			**2025**		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Senior High Senior High	227	79	306	232	80	312	255	73	328	266	80	346
Vocational Technical	29	22	51	30	27	56	39	38	77	31	27	58

Source: Municipal Education Office, Suhum, 2025

Supervision

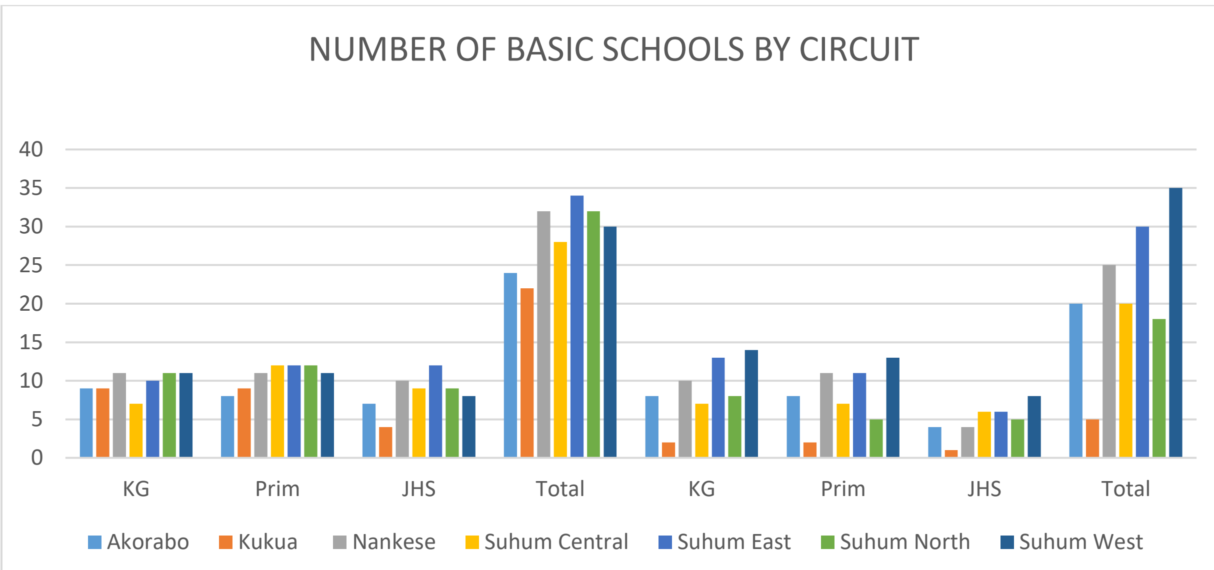
For the purposes of supervision, the municipality is sub divided into seven (7) circuits. There is also a coordinator for private schools. The number of schools both public and private in each circuit is shown below:

Table 2.24: Number of Basic Schools by Circuit

Circuit	Public				Private			
	KG	Prim	JHS	**Total**	KG	Prim	JHS	**Total**
Akorabo	9	8	7	**24**	4	4	3	**11**
Kukua	8	8	5	**21**	1	1	0	**1**
Nankese	11	11	10	**32**	9	8	4	**21**
Suhum Central	7	12	9	**28**	8	8	6	**22**
Suhum East	10	12	12	**34**	12	10	7	**29**
Suhum North	12	13	10	**35**	4	4	4	**12**
Suhum West	11	11	8	**30**	12	12	9	**33**

Source: Municipal Education Office, Suhum, 2025

Figure 2.14: Number of Basic Schools by Circuit



Source: MPCU, 2025.

From the figure above, it can be realized that the basic schools are concentrated (30-35%) in Suhum which is the municipal Capital and most populated followed by Nankese, Akorabo and Kukua circuits.

Challenges of Education in the Municipality

1. Drying up of funding from donors for the implementation of projects and programmes.
2. Nonpayment of T&T, allowances to field officers as a result of non-receipt of F. Es from Government of Ghana.
3. Poor community participation in education delivery.

4. High numbers of dilapidated school structures and inadequate number of sanitary facilities.

2.21.2 Health Care

Facilities & Ownership

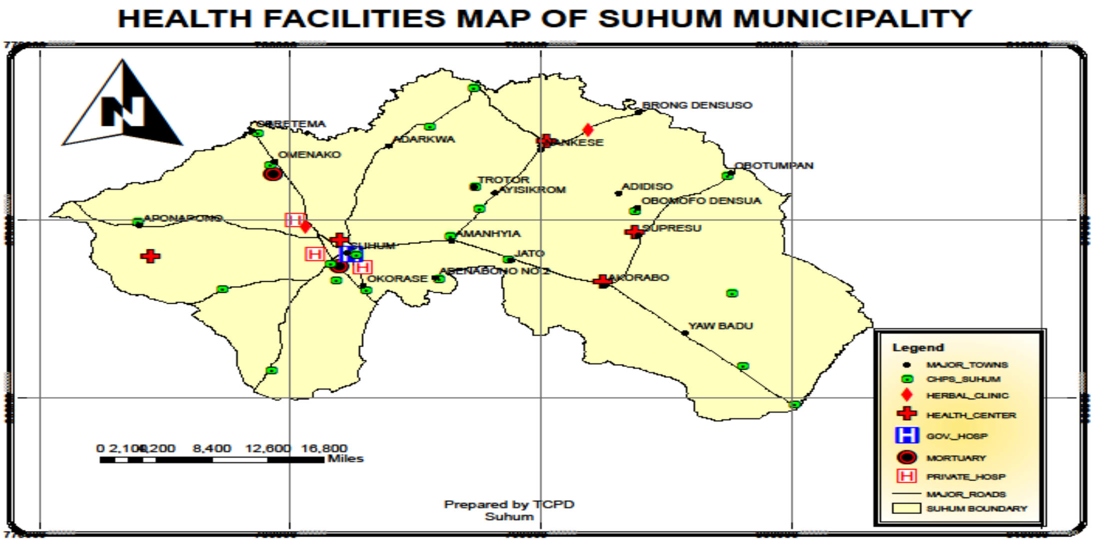
Health care in the Municipality is provided by both the public and private sectors. Though there are forty (40) facilities (public and private), the distribution of the facilities is skewed geographically that's concentrated in Suhum.

Table 2.25: Ownership of Health Facilities

Type	Ownership 2022		Ownership 2023		Ownership 2024		Ownership 2025	
	Public	Private	Public	Private	Public	Private	Public	Private
Hospital	1	2	1	2	1	2	1	2
Health Centre	5	0	5	0	5	0	5	1
Reproductive and Child Health (RCH) Clinics	2	0	2	0	2	1	2	1
Community Health Planning Service (CHPS) Compound	26	0	26	0	27	0	27	0
Clinic (Herbal)	0	2	0	2	0	2	0	1
otal	34	4	34	4	35	5	35	5

Source: MHD, 2025

Figure 2.15: Health Facilities in the Suhum Municipality



Source: Physical Planning Unit, SuMA, 2025.

Human Resources Situation in the Public Health Sector

The manpower level of the public side of the health sector in the Municipality was as follows 2022 to 2025.

Table 2.26: Manpower Levels at Public Health Sector

Category	Suhum Government Hospital				Municipal Health Management Team / MHD			
	2022	2023	2024	2025	2022	2023	2024	2025
Doctor	11	8	10	10	**0**	**0**	**0**	**0**
Physician Assistant	4	2	6	6	**5**	**5**	**5**	**5**
Pharmacist	5	5	3	3	**0**	**0**	**0**	**0**
Biomedical Scientists	5	5	7	7	**0**	**0**	**0**	**0**
Professional Nurses (Dip)	146	148	149	149	**2**	**2**	**2**	**2**
Lab Technicians	3	3	4	4	**0**	**0**	**0**	**0**
Field Technicians	1	1	1	1	**2**	**2**	**2**	**2**
Public Health Nurse	2	2	2	2	**3**	**4**	**4**	**4**
Mental Health Nurses	4	4	4	4	**11**	**11**	**11**	**11**
Enrolled Nurses	74	74	74	74	**47**	**47**	**47**	**47**
Midwife	107	105	104	104	**19**	**19**	**17**	**17**
Enrolled Nurse/ Community Health Nurse	3	3	3	3	**79**	**79**	**79**	**83**

Midwives	107	74	74	104	**17**	**17**	**21**	**21**
Health Assistants	7	5	8	8				
Disease Control Officers	1	1	1	1	**2**	**2**	**3**	**3**
Nutrition Officers	2	2	2	2	**2**	**3**	**3**	**3**
Health Information Officers	3	3	3	3	**1**	**1**	**1**	**1**
X-Ray Technician	1	1	1	1	**0**	**0**	**0**	**0**
Pharmacy Technician	3	3	3	3	**0**	**0**	**0**	**0**

Source: MHD, 2025

Table 2.26: Diseases/Conditions at Public Health Sector

Diseases/Conditions	**2022**	**2023**	**2024**	**2025**
Malaria (Clinical and Confirmed)	26,612	35,048	28,912	11,518
Upper Respiratory Tract Infections	10,510	11,691	10,526	3,105
Diarrhea Diseases	3,323	3,988	4,443	1,356
Acute Urinary Tract Infection	5,286	4,002	2,502	548
Intestinal Worms	7,857	6,442	5,254	1,459
Skin Diseases	1,670	2,614	3,394	863
Anemia	13,137	4,249	4,046	1,146
Rheumatism & Other Joint Pains	1,504	4,969	6,014	912
Typhoid Fever	559	579	835	230
Hypertension	2,716	1,429	430	261
Acute Eye Infection	6,116	5,449	6,386	2,290
Other Acute Ear infection	3,063	2,011	2,135	960
Pregnancy Related Complications	60	3	19	13
Pneumonia	3,904	3,662	2,260	482
Home Injuries (Home Accidents and Injuries)	172	271	302	47
Vaginal Discharge	38	33	55	13
Diabetes Mellitus	122	65	85	84
Ulcer	871	342	366	161
Total	**87,520**	**86,847**	**77,964**	**25,448**

Source: Municipal Health Administration, Suhum, 2025

OPD Attendance

OPD attendance continued to decrease from **87,520** in 2022, 86,847 in 2023 and **77,964** in 2024 and **25,448** as at second quarter 2025.

National Malaria Control Programme (NMCP)

Malaria is not only the burden of the health sector but it also permeates every aspect of our social as well as economic life. Over the years the National Malaria Control Programme (NMCP) instituted a lot of interventions to bring down the burden of malaria till it ceases to be a disease of public health importance. The overall goal is to reduce malaria specific morbidity and mortality by 75%. This is to be achieved through multi-interventional strategies such as: Prevention through Intermittent preventive treatment for pregnant women, use of long-lasting insecticide treated nets (LLINs) and indoor residual spraying (IRS), Case management at both health facility and community levels.

Table 2.28: Top Ten Causes of Mortality 2022-2025

2022			**2023**			**2024**		
Diagnosis	**Freq.**	**%**	**Diagnosis**	**Freq.**	**%**	**Diagnosis**	**Freq.**	**%**
Congestive Cardiac failure	0	0	Congestive Cardiac failure	0	0	Congestive Cardiac failure	0	0
Anemia	13,137	**9.26**	Anemia	4,249	**4.37**	Anemia	4,046	**6.39**
Cerebro Vascular Accident	0	0	Cerebro Vascular Accident	0	0	Cerebro Vascular Accident	0	0
HIV/ AIDS	29	**0.02**	HIV/ AIDS	20	**0.02**	HIV/ AIDS	44	**0.07**
Hypertension	2,716	**1.91**	Hypertension	1,429	**1.47**	Hypertension	430	**0.68**
Pneumonia	3,904	**2.75**	Pneumonia	3,662	**3.76**	Pneumonia	2,260	**3.57**
RTI	10510		RTI	11691		RTI	10526	
Malaria	26612		Malaria	35048		Malaria	28912	
Liver Cirrhosis	63	**0.04**	Liver Cirrhosis	5	**0.01**	Liver Cirrhosis	4	**0.01**
Viral Hepatitis	15	**0.01**	Viral Hepatitis	108	**0.11**	Viral Hepatitis	0	0
Septicemia	118	**0.08**	Septicemia	134	**0.14**	Septicemia	63	**0.10**

Aspiration Stroke	2	**0.00**	Aspiration Stroke	16	**0.02**	Aspiration Stroke	4	**0.01**
Others	84772	**59.7**	**Others**	40979	**42.09**	**Others**	17076	**26.94**
TOTAL	**141878**		**TOTAL**	**97341**		**TOTAL**	**63365**	

Source: MHA, Annual Review Meeting, Suhum, 2025

HIV and AIDS

Knowledge of HIV and AIDS is high, except that it has not been translated into positive behavioral change. People still engage in high-risk sexual behaviors coupled with low condom use and multiple sexual partners. Indeed, there is a big gap between knowledge on HIV and AIDS and its effects and the people's readiness to change their negative lifestyles.

Statistics from OPD records indicate an upsurge in Sexually Transmitted Diseases (STIs) and HIV and AIDS have been quite considerable in the municipality. There is no record on actual prevalence of HIV and AIDS as there is no sentinel site for HIV in the municipality. The assembly implemented a number of sensitization and support services aimed at reducing stigmatization and new infections. Records available indicate an increase in the number of people who undertook voluntary testing from 2,340 in 2022 to 2,234 in 2024 and positive cases also increase from 258 to 313 in the same period as shown in Table. 2.29 The data also indicates that more females were screened than males in all the years. Voluntary counselling and testing should be encouraged among the male population while necessary support is given to the people living with HIV and AIDS. There is the need for intensified and concerted effort by all stakeholders in the provision of education through regular durbars to demystify the condition.

Table 2.29: HIV and AIDS Situation (2021– 2024)

Indicator	**Gender**	**2021**	**2022**	**2023**	**2024**
#Receiving Pre-test Information	M	575	886	355	823
	F	955	1454	714	1411
#Tested	M	575	886	355	823
	F	955	1454	714	1411
	M	**84**	**71**	**102**	**98**

#Receiving Positive Test Results	F	**173**	**169**	**138**	**215**
#Receiving Post-test counselling	M	575	886	355	823
	F	955	1454	714	1411
#Screened for TB	M	84	71	102	98
	F	173	169	138	215
total					

Source: MHD, 2025

Risk Factors for HIV and AIDS in the municipality

A number of factors may be considered as potential triggers for the infection and spread of HIV and AIDS in the municipality particularly, Suhum, Nankese and Akorabo, the political, commercial and educational capitals respectively. The urbanization has resulted in the emigration of a lot of youth from both inside and outside the country with relatively high financial resources and as such are able to easily lure the girls in the communities who are mostly unemployed. The impact of these relationships results in both high rate of teenage pregnancies and spread of STIs including HIV. The need to step up public sensitization with emphasis on the female child cannot be overemphasized.

In another development, the numerous second cycle schools with its attendant laxity in discipline have exposed the youth to early sexual adventures. Records show that the development has contributed to high incidence of teenage pregnancies in Suhum and Nankese, two adjoining communities with high youthful population. The Assembly must collaborate with the school authorities to strengthen awareness creation on the pandemic in both the schools and at the community level.

Besides these, the numerous constructional works in the municipality is also another major risk factor. The labor force of Contractors who are brought from outside the municipality may pose a great danger to the youth in beneficiary communities as they tend to engage in high-risk behaviors when they take their wages. To this end, the Assembly must make the implementation of HIV and

AIDS education as a pre-contract activity, mandatory in its Tender and Contract Documents and must ensure compliance by prospective contractors.

Other determinants of the deadly disease include social functions such as funerals, Odwira festivities and other social gathering which are on weekly and annual basis. Many people who patronize these functions meet sexual partners and engage in casual sex promoting the spread of the disease. There is therefore the need for annual and periodic awareness creation, counselling and testing of revelers at especially festivals and holidays. Table 2. 30 shows an analysis of vulnerable groups.

Table 2.30: Key Vulnerable and High-Risk Groups

Vulnerable Groups	High Risk Groups
Apprentices and unemployed females	Mining(quarry) workers
Students	Constructional Workers and male students/tutors
Street Children	Revelers and mining workers
Domestic aids	Public Service Workers
Local residents	Revelers

Source: MPCU, 2025

Impact of HIV/AIDS

Records indicate that greater percentage of the HIV/AIDS infections fall within the age group of 15-49 which forms the potential labor force of the municipality. This has very serious implications because the economically active groups who are supposed to provide for the whole population are the most infected, vulnerable and high-risk group. If care is not taken the situation has the potential of having serious implications on the municipal economy. As most labor force will be lost leading to high labor cost, low productivity, low-income level, high dependency ratio and increase in poverty.

This situation if not controlled can also affect health delivery by putting pressure on the existing health facilities, diversion of limited resources to support the control and prevention of the disease and reduction in life expectancy. With families, this could lead to stigmatization, pressure on incomes, increase in the number of orphans and street children and its related high dependency ratio and high poverty level.

Response Analysis

The Municipal Assembly in collaboration with other stakeholders such as Municipal Health Department (MHD), Hospitals, NGOs, CBOs and FBOs in and outside the municipality is undertaking series of programmes to reduce the incidence of the disease. The Municipal HIV/AIDS Committee is charged with the responsibility of coordinating and monitoring HIV/AIDS activities to reduce duplication of efforts and resources.

Funding for HIV and AIDS related programmes has been predominantly by the Ghana Aids Commission and the assembly's contribution funded from the mandatory 0.5% of its share of the Municipality Assemblies' Common Fund (DACF). The assembly is yet to establish data on people leaving with HIV and AIDS and those affected by the pandemic such as OVCs. It is therefore important to commission a survey to identify such vulnerable groups to enable the Assembly provide the needed support to them.

Institutions involved in HIV and AIDS Programmes in the municipality

The fight against HIV and AIDS in the municipality has been structured in line with the National Strategic Framework. The assembly has a 15-member multi-disciplinary AIDS Committee and a 5-member Response Management Team (MRMT) team in place. At the local level, the municipal Assembly is the main body responsible for monitoring NGOs/CBOs providing HIV and AIDS activities in the municipality. Other institutions that support in the promotion of HIV and AIDS related issues include the Department of Social welfare and Community Development, Municipal Health Department, Ghana Education Service and National Commission on Civic Education.

Maternal and Child Health

Maternal and child health related issues are discussed in this session:

Maternal Health

There was significant improvement in maternal health care during the period 2022-2025.

Table 2:31: Ante-Natal Care Indicators

Indicator	2022	2023	2024	2025
Number of ANC Registrants	4233	3358	3538	1150
Total ANC Attendance	21554	20032	19928	6096
Number of ANC Registrants making 4th visit	3579	2922	3419	1058
Total No. of ANC Registrants Receiving TT2+	2853	2350	2566	1016
Total No. ANC Registrants Receiving IPT • IPT1 • IPT2 • IPT3	4560 3783 2770	3964 3605 3022	4033 3987 3435	624 635 589

Source: Municipal Health Administration, Review Meeting, 2025

Deliveries

The table below showed the total ANC registrants of 4233, 3358, 3538, and 1150 out of these the supervised deliveries recorded were 3326,3171, 2766 and 886 indicating an increased in the number of supervised deliveries for the years 2022, 2023, 2024 and 2025 respectively. The TBA deliveries were also recorded as 54,17,7 and 5 showing a decrease were recorded the same periods. Unfortunately, the number of still births increased from 1.1 percent to 1.3 percentage for the same period under review.

Table 2.32: ANC Registrants and Deliveries

Indicator	2022	2023	2024	2025
ANC Registrants	4233	3358	3538	1150
Supervised Delivery	3326	3171	2766	886
TBA Deliveries	54	17	7	5
Still Births	38	49	40	17
Total Deliveries	3380	3188	2773	891
Still Births as percentage of Total Delivery	1.1	1.5	1.4	1.9

Source: Municipal Health Administration, Suhum, 2025 (Half Year)

With respect to total supervised deliveries compared to total number of ANC Registrants the figures stood as follows respectively 60, 65.2, 61.8 and 63.1 percent respectively.

2.21.3 Vulnerability Analysis

The Suhum Municipality, like any rural municipality, has a number of factors that predisposed people to vulnerability. Vulnerability, in simple term connotes people in a given local setting, who are most likely to be negatively affected by human or natural induced risks or shocks with adverse repercussions on their well-being and therefore need to be given special attention when programmes and policies are designed and implemented.

In the case of Suhum, the vulnerable and excluded include the disabled, peasant farmers, the aged, rural women and children, people living with HIV/AIDS, orphans, vulnerable children along the mined areas and people living in disaster prone areas.

Disability

Persons with disabilities (PWD) have been defined as those who are unable to or are restricted in the performance of specific tasks/activities due to loss of function of some part of the body as a result of impairment or malformation.[1] Chapter six focuses on disability in the municipality. The chapter analyses issues on the population with disability with respect to sex, locality of residence and activity status to aid in decision making.

Population with disability

It should be noted that, data on disability is a multiple response data and therefore total types of disability will not produce population with disability. Table 2.33 shows that, there are 5,855 persons with disability accounting for 3.5 percent of the entire population of Suhum municipal. For the sexes, there is a higher proportion of female population with disability compared to their male counterpart (3.8% against 3.2%).

Type of Disability

Table 2.33 shows the distribution of PWDs by type of disability in the municipality. The data indicates out of a total of 10,335 PWDs in the municipality, more than half (50.3%) is visually impaired, and about a third (47.7%) challenged with physical impairment. Again, about a third of PWDs either suffer from emotional disabilities (24.1%) or hearing disabilities (21.1%). While about a tenth of PWDs is either identified with one of the challenges.

The proportion of females with PWD attributable to visual impairment and emotional challenges is 50.3% which is relatively low as compared to their male counterparts (50.4%). However, more males have speech impairment (14.3% against 12.7%) and physical disability (50.9% against 43.2%) compared with females.

Table 2.33: Population by type of locality, disability type and sex

Disability Type	**Both sexes**		**Male**		**Female**	
Number	Number	percent	Number	percent	Number	percent
	All localities					
Total	112,145	100	53,977	100	58,168	100
Without difficulty	101,810	90.8	49,651	92.0	52,159	89.7
With difficulty	10,335	9.2	4,326	8.0	6,009	10.3
Sight	5,203	50.3	2,179	50.4	3,020	50.3
Hearing	2,176	21.1	873	20.2	1,303	21.7
Speech	1,384	13.4	620	14.3	764	12.7
Physical	4,927	47.7	1,869	43.2	3,058	50.9
Intellect	2,488	24.1		930	21.5	1,558
Emotion						
Other						
URBAN						
Total	52,943	100		24,815	100	28,128
Without difficulty	48,785	92.1		23,239	93.6	25,546
With difficulty	4,158	7.9		1,576	6.4	2,582
Sight	2,056	49.4		750	47.6	1,308
Hearing	817	19.6		319	20.2	498
Speech	641	15.4		286	18.1	355
Physical	2,058	49.5		702	44.5	1,356
Intellect	1,079	25.9		368	23.4	711
Emotion						
Other						
RURAL						
Total	59,202	100.0		29,162	100.0	30.040

Without difficulty	53,025	89.6		26,412	90.6	26,613
With difficulty	6,177	10.4		2,750	9.4	3,427
Sight	3,143	50.9		1,429	52.0	1,714
Hearing	1,359	22.0		554	20.1	805
Speech	743	12.0		334	12.1	409
Physical	2,869	46.4		1,167	42.4	1,702
Intellect	1,409	22.8		562	20.4	847
Emotion						
Other						

Source: GSS, 2025

Disability by Type of Locality

The locality of residence of persons with disability has impact on their ability to access social services. This is particularly critical in Ghana, as most of the social service agencies are concentrated in the urban areas.

As shown in Table 2.33, disability varies by locality of residence in the municipality. The table indicates that relatively more persons with disability reside in the urban areas (3.8%) than in rural areas (3.1%). The commonest kind of disability in both localities is visual impairment, with urban areas (38.8%) having relatively higher proportion of PWDs than that of rural areas (37.1%). More also, almost twice the number of physically challenged persons living in the rural areas (675) constitute the population of physically challenged persons residing in urban areas (1,148).

Disability and Economic Activity

Analysis of data on the economic activity status of persons with disability in the municipality shows that 3.3 percent of the employed population in the municipality constitutes persons with disability, while 8.0 percent of the economically not active population is PWDs. Considerably high employment rates exist among population with visual impairment (44.7%), Hearing (41.4%) and Emotional challenge (49.7%). Unemployment is relatively high persons with emotional challenge (4.5%) as their main disability. Furthermore, the proportion of PWDs who may not have sought for employment because of their disability is relatively higher among physical impairment (66.5%) and intellectual (63.3%). A similar disability distributional pattern can be observed for the sexes, female PWDs being more disability advantaged.

Disability, Education and Literacy

The general educational status among the disabled population in the municipality is very low. Available data indicates the educational level attained by PWDs 3 years and older in the municipality. The data show that 5,713 persons constituting 3.7 percent of population 3 years and older in the municipality are PWDs. More than half (54.8%) of this total have basic school certificate, 13.3 percent has either secondary or senior high school certificate, and 1.8 percent attained primary school level. Furthermore, almost 30 percent has never attended school, with a greater proportion of them being females (69.8%). Among the various disabilities, more than half of the persons living with Emotional (57.3%), Sight (54.8%), Speech (50.9%) and Hearing (50.4%) have attained basic level of education. In further analysis, the same proportions (13.3%) of those living with sight and emotional challenges have had either post-secondary or bachelor degree or postgraduate. The low percentage of PWDs with high level of education should stimulate policy on scholarships for such population for further education.

Barriers Faced by Physically Challenged

Persons living with disability face both environmental and attitudinal barriers. The situations and circumstances where the physically challenged face difficulties include public transport, access to public building/facilities, pedestrian streets, offices and factories, places of worship, access to information among others. Attitudinal barriers are less obvious but they can inhibit the disabled from achieving daily ideas. The physically challenged are automatically assumed to be incapable, embittered, tragedy-stricken, in need of cure, of low intelligence and aggressive. They are sometimes excluded in many areas of society. These include the family, religion, education, health service, social services, class system, employment and political system.

Peasant Farmers

The incessant quarry and sand wining operators in the deprived farming areas of the Municipality make peasant farmers the most vulnerable group. This situation, coupled with the increasing loss of farm lands due to the destruction of land surface coupled with reported deaths represents dominant shocks that affect incomes, food security and wealth creation. Besides the farmers, their children and other dependents find themselves in difficult situations as a result of these shocks.

The situation often results in high school drop-out among children of the peasant farmers which therefore calls for strategic intervention measures such the school feeding programme, capitation grant, fertilizer subsidies and increase in security for peasant farmers against attacks by the illegal miners.

Issues on Child Welfare

The United Nations convention on the child defines a child as a person between the ages of 0 and 14 years. However, Ghana recognizes the age cohorts of 0 – 17 to cover children. Children are generally classified as vulnerable in most instances because they are the most affected in the home and community, whenever there are violence, assaults, broken homes and other forms of abuses, risks and shocks.

Records at the Municipal Health Directorate indicate that 12 percent of children in the Municipality are malnourished with a major percentage coming from the deprived rural areas. The issue of malnutrition can therefore be seen as a factor of poverty. It also explains the poor academic performance in the rural schools. To this end, implementation of the school feeding programme and capitation grant would go a long way to help address some of the challenges associated with children's welfare.

Child neglect, labor and abuse still remain a major vulnerability issue in the Municipality. Communities with dominant child labor situation are the Cocoa growing areas. A field survey indicates that about 18% of school-going children are involved in various forms of manual labor comprising, farming and trading at the peril of their health and education. Reported cases of family-child separation rose from 9 in 2022 to 11 in the first quarter of 2025.There are still prevalence of packets of child abuse, sexual abuse and neglect in the district. The situation therefore requires concerted efforts and specific interventions such as formation of community child protection committees to address the issues.

Besides these, some children find themselves in difficult circumstances as a result of the following shocks, death of parents, abandonment and separation of parents and therefore require varied forms of policy interventions by the assembly. Even though the assembly is yet to take records on street children, a cursory observation of the phenomenon indicates its prevalence in Suhum, the commercial town. This is due to migration of children from the nearby villages to the area. Teenage pregnancy is also a major phenomenon prevailing at Nankese, Suhum, and Akorabo.

Types and Causes of Disasters in the Municipality

The disasters in the Municipality are primarily:

- Fire outbreaks caused mainly by human activities including hunting, slash and burn, domestic fires etc. There is the need for the Fire Service to educate the citizens on proper management of gas and fire in general to prevent avoidable accidents.
- Flooding and rain related destruction of properties. These are caused by both natural (heavy rainfall and thunderstorms) and made-made related factors (not adapting to the appropriate building codes and poor planning of settlements and land uses in the municipality). Water-related disasters constitute about 70% of all the types of disasters in the municipality. Development control is required to stem the periodic flooding caused by poor land use. Flood prone areas in the municipality are Nankese, Brong Densosu etc.

Interventions to mitigate vulnerability

For some time now, programmes for the vulnerable have been included in the municipal plans. Especially, prominence has been given to the design, establishment and implementation of systems that provide resources to ameliorate conditions of extreme poverty and social deprivation.

Within the municipality, there exist systems that take care of some of the needs of the vulnerable and excluded. One of such systems worth mentioning is the Suhum center/home which has provided avenues for caring and training of orphans. The Ark Foundation and Fairtrade are also into girl-child empowerment programmes aimed at equipping vulnerable girls with skills of survival. The NHIS is also collaborating with the Assembly to offer free registration for children, indigents, pregnant women and all the LEAP beneficiaries. The Ministry of Gender, Children and Social Protection has also rolled out the LEAP programme in about 32 communities with a target beneficiary household population of about 1200. As at the second quarter of 2018, 459 households were benefiting under the intervention of which 67 had been registered under the NHIS.

In spite of these, a lot requires to be done with respect to the coverage of the poorest groups, the aged, people living with HIV/AIDS, people orphaned by HIV/AIDS and PWDs. There is also the need to continuously strengthen and reconcile families, identify the needs of persons with disability and support them, provide hospital services for patients, eliminate worse form of child labor, conduct investigations into child custody cases and also to conduct social enquiries on children in conflict with the law. There is also the need to partner other NGOs to support the needs of the vulnerable in the society. Table 2.34 shows the vulnerability analysis and response mechanisms in the municipality

Table 2.34: Vulnerability analysis in the Municipality

Indicator	Population	Baseline situation	Response Measures
Female population in municipality	51.6% of total population	Low representation in decision making, low economic empowerment, poor access to health care , teenage pregnancy, poverty	Capacity building, advocacy, micro finance support, construction of CHPS & clinics in deprived communities, sensitization on NHIS, LEAP,ISS
Children (under 15yrs) population in municipality	33.7% of total population	Child labor in mining and farming communities, poor access to health care, low school enrolment in rural areas, high rate of malnutrition	Formation of a committee on child labor to co-ordinate eradication process, advocacy, NHIS, school feeding programme, school infrastructure, ISS
HIV & AIDS	n/a	Lack of support for NAPLAS	Support the national strategic response, educations/sensitization
Disability	10.3% of total population	Low capacity, lack of access to public facilities, low economic empowerment, stigmatization	Equitable distribution of PWD Fund, support for school for the Deaf, ISS educations/sensitization
Aged (60+) population in municipality	12.3% of total population	Poor access to health care, lack of recreational facilities and amusement centers, lack of home base care	Implementation of NHIS, focused home base support, ISS
Disasters	64% of total population suffer from different forms of disasters	Bush fires, domestic fires, flooding, windstorm, collapsed pits etc.	Formation of Municipality Disaster Committee, supply of relief items, sensitization of people prone to disasters.

Source: SP&CD, 2025

Ghana School Feeding Programme

The school feeding programme is focused on providing deprived public primary / KG schools with adequate nutritional meals per day to improve health status of the pupils and improve enrolment and retention of pupils in the basic schools. For the past three years, 26 schools in the municipality continued to benefit from the programme with a pupil population of 9394 comprising boys and girls as at 2025. The programme has, apart from promoting enrolment and retention in the beneficiary schools, also provided ready market for farmers in the Municipality. Delays in the release of funds for the programme continued to undermine smooth implementation. It is expected that the programme will further be extend to other schools in the Municipality in the coming years and training organized for caterers to sharpen their skills while funds are released on time to promote smooth implementation.

Livelihood Empowerment Against Poverty (LEAP)

The Livelihood Empowerment against Poverty Programme is a social cash transfer program which provides cash and health insurance to extremely poor households across Ghana to alleviate short-term poverty and encourage long term human capital development. The program which started in 2016 in the municipality is being implemented by the Department of Social welfare and Community Development under the Ministry of Gender, Children and Social Protection. In 2016, 71(7%) households were paid out of the total of 1,026 households selected to benefit from the programme. 67 out of the 1142 or more are currently been registered under the national health insurance scheme and have been issued with ID cards for free.

2.21.4 Gender Equality

The 2021 population and housing census puts the population of male to female at 48.4% and 51.6% respectively. In terms of locality, more women (52.4%) reside in urban areas than men (47.6%) while more men (50.3%) are in the rural areas than women. An analysis of the societal roles played by men and women in the municipality indicates a mixed-role situation. While males dominate in the formal sector of the economy, females are mostly found in the informal sector. However, the Census puts female headed household in the Municipality at 50.1% as against 49.9% male headed household. The implication is that the burden of catering for members of most households' rest on the female members. The traditional roles of males as heads of families and providers of daily sustenance have waned over time giving way to an atmosphere of partnership with their female counterparts. This has resulted in the acknowledgement of the significant roles females play in the society and for that matter their inclusion in all decision-making processes as indicated in the ensuing analysis.

Employment and Entrepreneurship

The formal economic sector employs a small segment of the population (about 5 percent of females and 19 percent of males of the economically active population in 2021). Women account for 50.1 percent of the total labor-force and are highly concentrated in the agriculture sector (51.1 percent), followed by trade (27.4 percent) and manufacturing (13.9 percent). Twenty-one percent of economically active women work as unpaid family workers in agriculture as compared to the 9.6 percent share of men. The informal sector provides employment for 80 percent of males and 95 percent of females. The fact that the informal sector is the largest employer in the Municipality means that policies in the sector should gear towards improving the well-being of those within the sector who are mostly females.

Ownership and size of business

While a very small number of women own medium scale enterprises, the majority of women are engaged in small or very small businesses. A large number of them (60 to 80 percent) is located in rural areas. Women tend to operate the more traditional low-income businesses, such as food processing activities, handicrafts of various kinds, and dress-making, often with low potential for growth. The majority of micro enterprises owned by women are operated by one person. Over 70 percent of them start their businesses with capital of less than GH₵100 while 90 percent of them started with personal or *Susu* savings rather than loans from formal financial institutions. Service delivery (financial and non-financial) to women entrepreneurship is weak. A survey of 1000 women in Suhum and Nankese revealed that only 17% of them are banked while the remaining 83% do business with Susu collectors or safe at home. A deliberate policy on financial and technical support should therefore be implemented on affirmative action basis to improve the lot of women as a means to reducing poverty.

Gender and Poverty

The incidence of poverty by main economic activity indicates that food crop farmers are poorer than those who draw their incomes from other economic activities. Almost half of those identified as poor (46 percent) in the poverty mapping in 2009, earned their living as food crop farmers. As food crop farming is the domain of women in rural areas, this high level of incidence of poverty among people in this economic group suggests women's high vulnerability to poverty. There is therefore the need to support women to access support under the planting for food and jobs initiative as well as the cocoa pollination initiative to help improve their productivity and income. Improvement in rural roads, health and water situation will also help to improve the living conditions of such rural dwellers.

Agricultural Production and Gender

In the agricultural sector, women produce about 70 percent of food crops, and are important stake-holders in agro-forestry, fishery and post-harvest activities, comprising 95 percent of agro-processing and 85 percent in food distribution. In spite of the fact that women constitute 52 percent of the agricultural labor force, and contributing 46 percent to the total agricultural productivity, they lack the necessary resources to improve their productivity and increase their income. A large number of households (61 percent) are involved in food processing (including maize, cassava, vegetable and palm oil extraction etc.) and 90 percent of the work is done by women. The limited use of improved technologies, low access to energy sources, the limited access to micro-credit schemes and the lack of access to markets are among the key challenges that require close attention in the coming years.

Access to Land

Women's limited access to land is an area that affects not only their role in agriculture but also their economic activities in other economic sectors. Most of the land (80 percent) in Ghana is managed by customary laws which in some cases are discriminatory to women (AFD-BD-IF-2008). The main means by which women acquire land are through their lineage, inheritance, marriage or contractual arrangements. Women often lose the security of land holdings (ownership or user rights) as the result of divorce or death of spouses. To cure this canker, the Assembly intends to create land banks at agricultural zones to make them available to women in agricultural business.

Gender Representation in Education and Vocational Training

The proportion of literate males is higher (50.4 %) than that of females (449.6%) in the Municipality. Even though Ghana's progress towards reaching gender parity in primary education came as the result of concerted policy measures and strengthened institutional capacity, the gender gaps in secondary and tertiary education (64.5 percent boys and 35.5 percent girls) remain a concern. Likewise, girls' enrollment in polytechnic (69.5 percent for boys and 30.4 percent for girls) and science and technology fields is even lower. The story is no different in the Suhum Municipal Assembly. The proportions of male population which are now or had been to school in the past are higher compared with that of female population. Particularly, 44.2 percent of male population is now in school as against 37.7% female. The proportion of females (14.9%) which have never been to school is higher than that of male population (7.4%). The use of Science, Technology, Mathematics and English (STME) clinics to encourage more girls to opt for science related courses should therefore be encouraged and supported while educational sponsorship packages should be made gender sensitive with emphasis on the female students.

Representation of Women in Governance and Decision-Making

Currently, women's representation in the Assembly stands at 11.5 percent. In spite of Government's Affirmative Action Policy that put quotas ensuring female appointment at 40 percent at the Municipality Assembly level, the policy has not yielded any positive dividends in the Municipality due to several factors. Some of the influencing factors for women's low participation in public offices include discriminatory beliefs and attitudes towards women, women's unwillingness to take up such challenges, and the lack of programs that mentor and empower women and young girls to build their capacity and prepare them for leadership positions. There is therefore the need for collaboration between the Assembly and NGOs to consciously and consistently build the capacities of girls and women in leadership roles to address the gap going forward. While the Assembly should strive towards appointing women to occupy responsible positions such as committees, Municipal Chief Executives should use their powers of appointing government appointees to the Assembly in favor of women.

Gender Based Violence (GBV)

Even though there have been some reported cases of gender violence in the municipality, records show the canker is not as endemic as in other places. There are institutions in the municipality capable of handling such issues including the Domestic Violence Victims Services Unit (DOVVSU) within the Police and the Department of Social welfare and community Development, CHRAJ and gender related NGOs to protect victims. The public should be sensitized on the existence of these departments to enable them seek redress whenever the fall victim. This notwithstanding, the recent increase in teenage pregnancies with its associated child abandonment is a growing concern which needs to be nipped in the bud. Thankfully, the ban in galamsey is expected to reduce the financial influence of the males who usually use money to lure unsuspecting vulnerable girls into unprotected sex.

Key Gender Issues

- Low access to credit or capital
- Crude implements used for agro processing
- High rate of female school drop-out and teenage pregnancies
- Low representation of women in decision making

2.21.5 Inequalities

Inequalities continue to exist in the municipality in spite of efforts at bridging the gap in both spatial and socio-economic development. Households in urban areas continue to experience lower rates in poverty (10.6%) as against the rural areas (37.9%) consistent with the national averages. Accessibility to education, health and utility services is also skewed in favor of urban centers while rural areas remain deprived. Road network in rural and farming communities is equally in deplorable conditions while the urban areas benefit from relatively motorable roads.

In terms of gender, the male population dominates the formal sector whereas the female population dominates the informal sector, poverty is however high among the female population than the male population in the municipality. Access to education and health is favorable towards males and females even though the female population dwindles as they move above the educational ladder. The new development plan will seek to bridge the inequality gaps by embarking on targeted programmes and projects relative to the existing needs of the most vulnerable in the society.

The list of Development Problems/Issues Identified from the analysis of the current situation and stakeholder consultations with communities and civil society organizations are listed below:

1. Limited capacity for revenue mobilization
2. Ineffective Sub-structures
3. Inadequate involvement of stakeholders in governance
4. High cost of farm inputs
5. Poor storage and transportation systems (post-harvest lost)
6. Enhance capacity of small and medium scale enterprises
7. Limited local participation in economic development
8. Inadequate development of and investment in processing and value addition
9. Illegal farming and harvesting of plantation timber Forest fires
10. Difficulty in the extension of grid electricity to remote rural and isolated communities
11. Poor road transport network
12. Climate Change and Disaster prevention and Management
13. Weak enforcement of planning and building regulations
14. Poor sanitation and waste management
15. Inadequate modern Markets
16. High HIV/AIDS incidence among the youth
17. Increasing demand for household water supply
18. High levels of Youth Unemployment
19. Gender disability parities in access to economic opportunities
20. Inadequate and limited coverage of social protection programmes
21. Inadequate opportunities for persons with disability to contribute to society
22. Poor quality of education at all levels
23. Gaps in physical access to quality health care
24. Poor quality of education at all levels physical access to quality health care
25. Weak enforcement of laws and rights of children

26. Limited coverage of social protection programmes targeting children

2.21.6 List of development issues (Strengths, Weaknesses, Opportunities and Threats)

In addressing the issues identified above, SWOT analysis tool was used to provide valuable insights that inform strategic decision-making in the prioritization of the issues and provided a foundation for developing targeted and sustainable interventions, allowing for the formulation of adaptive strategies. The following SWOT analysis in Table 2.35 below explores the internal and external dynamics affecting efforts to improve service delivery with a view to enhancing performance, ensuring resilience, and achieving the medium-term development goals of the municipality.

Table 2.35 : Application of SWOT to the Prioritized issues

Issues to be addressed	Strength	Opportunity	Weakness	Threats
ECONOMIC DEVELOPMENT				
Limited capacity for revenue mobilization	Availability of the human resource base to be trained for revenue collection Availability of information centres	Availability of consultants and agencies to train revenue collectors	Lukewarm attitude of community members to payment of their taxes Weak monitoring systems Inadequate logistics Poor market	Untimely release of DACF to help pay on time the district's consultancy services to train revenue collectors
Conclusion: Potentials and opportunity exist to solve this issue. Constraints can be dealt with through embarking on intensive sensitization and education programmes on revenue, procure logistics and develop various market centres. Challenges can be managed through effective dialogue with the government for the timely release of funds**.**				
High cost of farm inputs	Existence of subsidized Agro Chemicals Favorable climate Availability of farm-based organizations and cooperatives Existence of experienced farmers.	Government policy of improving productivity programs Presence of financial institutions Agricultural inputs available in the market	High illiteracy rate. Inefficient marketing of agricultural products. Limited number of credit providers. High cost of Agro-Chemicals	Inflation High interest rate High demand for Agricultural inputs in international market Withdrawal of some government subsidies of some agricultural inputs

Conclusion: Significant potentials and opportunities are available. The experience and readiness of community members call for less cost in production.				
Inadequate development of and investment in processing and value addition	Availability of land Availability of labor Availability of Forest reserved availability of Internal Generated Fund(IGF)	Support from Ministry of agriculture, Availability of external funds (DACF) to support infrastructure.	Inadequate access to credit facilities to improve the agriculture infrastructure. Limited financial institutions	Untimely release of funds High cost of materials for construction
Conclusion: Implementing quality and adequate infrastructure is possible through establishing good infrastructure management team and persuading financial institutions to offer loans with low interest rate and reduce the stress in acquiring them. Also, proper collaborations among ministry of agriculture, NGOs and GOG will increase infrastructure				
Inadequate modern Markets	Fertile land to support agricultural production, enabling market supply	Potential for Agro-based industries and exports	Limited infrastructure (roads, storage) hinders market access	High transport costs and poor market facilities deter traders
Conclusion: Developing modern markets with storage and transport infrastructure can leverage agricultural potential to boost local trade and exports				
High postharvest losses	Potential for local storage facilities using available land and resources	Adoption of modern storage technologies and partnerships with NGOs for capacity building	Poor storage infrastructure and limited electricity access (less than 50% in SSA)	Significant food loss (9% annually in SSA) due to inadequate storage
Conclusion: Reducing postharvest losses requires investment in storage facilities and reliable electricity to enhance food security				
SOCIAL DEVELOPMENT				
Poor quality of education at all levels	Availability of trained and untrained teachers. Classrooms are available for teaching. Students are available to study. Good learning environment Ghana Education Service.	Ministry of Education Support from available development partners, both in public (District Assembly, GET FUND, G.E.S) and private (NGOs)	Inadequate teaching and learning materials. Lack of a teacher incentive package Poor performance of circuit supervisors. Inadequate classrooms and furniture. Low parental control	Refusal to post to rural communities Lack of motivation. Inadequate textbooks Untimely release of funds

<table>
<tr><td colspan="5">Conclusion: It is possible to address poor quality of education because potential and opportunity exist. The constraints can be addressed through adequate mobilisation of local funds. The challenges can be managed through lobbying and effective dialogue with funding sources</td></tr>
<tr><td>Gaps in physical access to quality health care</td><td>Availability of Health officers
Existence of district Health Directorate</td><td>Availability of development partners
DACF and DACF-RFG</td><td>Limited health facilities
Limited transport
Inadequate nurses and medical assistance
Inadequate health facilities</td><td>Unreliable and untimely release of external funding
Lack of Medical Doctor
High staff attrition
Refusal of posting</td></tr>
<tr><td colspan="5">Conclusion: Potential and opportunity exist. The constraints can be addressed through effective mobilization of local resources. However, the challenges can be managed through lobbying effective dialogue with development partners as well as funding agencies for timely release of funds.</td></tr>
<tr><td>Gender disparities in access to economic opportunities</td><td>Availability of social welfare development
Availability of Gender desk
Presence of women groups
Presence of LEAP</td><td>Availability of development partners
Existence of Ministry of Gender
Government policy of creating equal opportunity for all</td><td>Illiteracy

Self esteem

Low economic opportunities</td><td></td></tr>
<tr><td colspan="5">Conclusion: Potential and opportunity exist. The government policy of creating opportunity for all will minimize inequality and disparities in the district.</td></tr>
<tr><td>Limited coverage of social protection programmes targeting children</td><td>Existence of child labor policy document and regulation
Existence of District Assembly support
Availability of District police Commander</td><td>NGOs support
Mass media coverage
Availability of Ministry of Gender and Social</td><td>Absence of district court</td><td>Lack of proper implementation of child labor policy</td></tr>
<tr><td colspan="5">Conclusion: Relevant potentials and opportunities are available to address and manage constraint and challenges respectively.</td></tr>
<tr><td>Weak enforcement of laws and rights of children</td><td>Availability of security services.

Existence of schools

Availability of Traditional authorities and opinion leaders</td><td>Existence of courts in Ghana.

Existence NCCE

Existence of DOVVSU</td><td>Low awareness of Child Protection Laws and policies.

Unwieldiness of the public to desist from using children.

Non-existence of child labor clubs in schools.</td><td>Lack of proper implementation of child labor policy</td></tr>
</table>

Conclusion: Effective mobilization of internal and external funds will help address the issue				
Geographical disparities in healthcare delivery	Community health workers can bridge gaps in remote areas	Adoption of TAKEDA healthcare delivery	Inadequate infrastructure and staffing in rural areas	Regional variations in health facility access
Conclusion: Decentralized healthcare delivery with mobile clinics and trained personnel can reduce disparities				
Conclusion: Strengthening surveillance and investing in preventive care can curb rising health issues				
High HIV/AIDS incidence in youth	Youth engagement programs can promote awareness and prevention	Partnerships with NGOs for HIV/AIDS education and testing	Stigma and limited access to testing and treatment	Inadequate focus on youth-specific interventions
Conclusion: Targeted youth programs and stigma reduction campaigns can lower HIV/AIDS prevalence				
Geographical disparities in access to quality education	Community schools can be expanded with local resources	Partnerships with NGOs for educational infrastructure	Inadequate school facilities in rural areas	Regional variations in education access
Conclusion: Decentralized education programs and infrastructure investment can reduce disparities				
Inadequate and limited coverage of social protection programs	Existing programs can be scaled with donor support	Partnerships with UNICEF and NGOs for broader coverage	Limited funding and bureaucratic inefficiencies	Exclusion of marginalized groups from programs
Conclusion: Streamlining administration and increasing funding can enhance social protection coverage				
Inadequate gender mainstreaming in policy, planning, monitoring, and evaluation	Community advocacy groups can promote gender equality	Gender integration programs like those in Bihar, India, can be adapted	Limited awareness and expertise in gender mainstreaming	Cultural barriers to gender equality
Conclusion: Training and policy reforms can improve gender mainstreaming in development processes				
Inadequate opportunities for persons with disability to contribute to society	Local resources can support inclusive economic activities	Partnerships with NGOs for vocational training for PWDs	Limited access to training and job opportunities	Social stigma and lack of inclusive policies
Conclusion: Inclusive employment programs and awareness campaigns can reduce unemployment among PWDs				

Inadequate focus on youth development in rural areas	Youth engagement in agriculture and local projects	Programs like the Girl First Fund can target rural youth	Limited funding and programs for rural youth	Urban bias in development initiatives
Conclusion: Targeted youth development programs in rural areas can empower young people and reduce migration				
Environment, Infrastructure and Human Settlements				
Weak enforcement of planning and building regulations	Existence of planning and building regulations Existence of physical planning department Security Services	Existence of state laws Availability of National Building Code	Non enforcement of the building law Lawlessness on the part of some developers. Inadequate logistics	Delays in the approval of planning schemes at the national level
Conclusion: Weak enforcement of Planning and building regulations can be solved through intensive education and proper collaboration between physical planning and the security services in the district.				
Inadequate access to regular water supply services	Densu river provide water sources GWCL	Investment in water treatment and distribution systems	Limited infrastructure for water supply	High costs and maintenance issues
Conclusion: Leveraging local water resources with infrastructure investment can improve access to clean water				
Poor sanitation and waste management	Community participation in sanitation programs	Partnerships with NGOs for sanitation projects	Inadequate sanitation facilities and funding	Cultural resistance to modern sanitation practices
Conclusion: Community-driven sanitation programs and infrastructure investment can improve hygiene and reduce disease				
Climate Change and Disaster prevention and Management	Fertile land supports climate-resilient agriculture	Partnerships with NGOs for climate adaptation programs	Limited awareness and funding for climate initiatives	Resistance to adopting new practices
Conclusion: Community education and funding for climate-smart agriculture can enhance ownership of interventions				
Poor road condition and network	Existing road networks can be upgraded	Funding from programs like the Millennium Challenge Accounts for road improvements	Poor maintenance and limited financing	Difficult terrain and high construction costs

Conclusion: Prioritizing road upgrades with external funding can improve connectivity and economic activity				
Weak enforcement of building regulations	Community leaders can support enforcement	Adoption of clear regulatory frameworks	Limited capacity for enforcement	Corruption and non-compliance
Conclusion: Strengthening regulatory frameworks and anti-corruption measures can ensure compliance				
Governance, Corruption and Public Accountability				
Ineffective sub-structures	Availability of establish structures Local political commitment Availability of District-level staff	Legal backing for substructures	Inadequate funds Inadequate logistics Lack of commitment from communities	Large size of members of the substructures Inadequate funding
Conclusion: Government commitment to channelling of resources as part of its decentralization policy to strengthen district substructures will address any inefficiencies				
Inadequate involvement of stakeholders in governance	Availability of regular public hearings Fee fixing resolution Durbar Town hall meetings Information centres.	Availability MLGRD NCCE	Illiteracy Inferiority Lack of sensitization about the need to partake in planning and budgeting	Politics
Conclusion: Enough potential and opportunity exist to ensure full participation of the citizenry in planning and budgeting. The constraints and challenge can be solved through persistence mass education.				

Source: MPCU, 2025

2.21.7 Medium-Term Needs Assessment and Projections

The Medium-Term Needs Assessment and Projections represent an important component of the Medium-Term Development Plan (MTDP), serving as the analytical foundation for setting realistic goals, allocating resources efficiently, and guiding policy direction over the planning period. This section identified the pressing developmental needs of the district and projects future demands based on demographic trends, economic indicators, infrastructure gaps, service delivery performance, and stakeholder expectations.

2.21.8 Population Projections

Population projection is an imperative forecasting exercise in development planning. This is because population is at the center of all planning exercise; it is the basis of all other planning projections and proposals. It is important that development projections are depicted to know the trend of most developmental activities in the Municipality.

The projections are going to be shown for total population, population, staffing and enrolment levels in schools, Internally Generated Funds and many others. In population projections, it is always important to make assumptions, given the uncertain nature of population. A careful consideration is given to social development with the basic aim of improving the quality of life and the welfare of people during the planned period.

These are issues such as population, health, water and sanitation, education and agricultural needs. For this plan period, the 2021 population figures served as the source of the population projections as shown below. According to the 2021 Population, the Municipality had a total population of 126,403 and population growth rate of 4.3 percent. Based on this data, the following projections were made using the Exponential Method. This has been preferred in view of the length of the period of the projection (2026-2029) and the nature of the variables that constitute the population dynamics, namely:

- The Birth Rate
- The Death Rate
- The Rate of Migration

The choice of this method is also premised on the assumption that variation in fertility in Ghana is very minimal because it is attached to social attitude and perceptions, which are very slow to change. It is therefore assumed that changes in fertility in the Municipality will be insignificant during the plan period.

The growth rate will remain the same during the planning period:

- The population growth rate is held constant
- The change in migration shall remain minimal, and
- The sex composition remains unchanged over the planning period

- National growth rate 2.1% , Regional growth rate 1.0% (2021 Population Census)

Population projection figures of Ghana, the Eastern Region and the Suhum Municipality. The base year for the projection is the 2021 Population. The exponential projection method was used, given national growth rate of 2.36 percent and the Eastern region growth of 1.0 percent was used for both the region and the municipality. The projection is made on the assumption that the stated growth rates will not change within the projection time i.e. in four to seven years' time. It is therefore assumed that rate of change in mortality, fertility and migration remain constant

Table 2.36: Population Projection from 2026 to 2029

Area	Base Year Population (2021)	2026*	2027*	2028*	2029*
Suhum Municipality	126,403	133,664	135,120	136,582	138,048

Source: Computed from 2021 PHC.

2.21.9 Projections for the Health Sector

The projection in the health sector was made with the following assumptions:

- That with the national development theme of Developing Human Resource, the healthcare delivery system will be willing to post workers to the municipality during the planned period.
- The national standard for number of nurse / patient and doctor / patient will remain constant over the planned period.
- That, basic services such as potable water, electricity, health, accommodation and incentive packages would be put in place to attract and retain healthcare workers in the rural areas.

Table 2.37: Health personnel projections

No	Health Personnel	Existing number (2025)	No. required (2029)	Backlog
1	Doctor	10	15	5
2	Physician Assistant	6	12	6
3	Pharmacist	3	6	3
4	Biomedical Scientists	7	10	3
5	Professional Nurses (Dip)	149	250	101

6	Lab Technicians	4	8	4
7	Public Health Nurse	1	10	9
8	Mental Health Nurses	2	8	6
	Total	**182**	**319**	**137**

Source: MPCU, 2025, SuMA

From table 2.37, it shows that by 2029, the district will require 319 health personnel, to adequately serve the projected population. With only 182 staff currently available, there is a backlog of 137. The Municipal Assembly, in collaboration with the Ghana Health Service, would prioritize health workforce recruitment, deployment, and training to strengthen the health system and meet service delivery targets in the medium term.

2.21.10 Projections for the Education Sector

The human resource base of the Municipality needs tremendous improvement so that people can take up the current challenge of obtaining skills for employment. Since it is the policy of the government to increase school participation rate to 100% under the Free SHS and the FCUBE Policies, there is therefore the need for the Municipality to assess its educational needs and make objective projections for the future.

To achieve quality basic education in the Municipality, the number of schools and teachers that would be needed was projected. These projections are based on the following assumptions:

- That with the national policy of free SHS education and Compulsory Universal Basic Education (FCUBE) supported by the Capitation Grant and the School Feeding programme, the school participation rate will increase by the end of the planned period.
- The rate of increase in enrolment will remain constant for the plan period.
- The national standard for number of pupils per classroom over the various basic education levels will remain constant over the planned period.
- The school going age population of 4 – 15 shall be used for the planning period.
- All teachers are teaching a maximum of thirty hours per week.
- Basic services such as potable water, electricity, health facilities, accommodation and incentive package would be put in place to attract and retain teachers in the rural areas.
- The Education facilities data include both public and private.

2.21.11 Projections for Classrooms

The classrooms projection like all the other projections was done based on the assumption that, there would be a constant growth rate in students' enrolment and the available number of classrooms currently existing would not increase over the plan period (2026-2029) all things being equal. Projection of classrooms block was based on national threshold for Pupil Teacher Ratio (PTR) which invariably connotes the number of pupils or students to be in one classroom.

Projection of classroom blocks for KG was further done based on the standard PTR of 35:1. This means that, for every classroom at the KG level 35 pupils are supposed to occupy it for effective teaching and learning. Thus, based on current enrolment level of 6,443 pupils, a total of 184 classroom blocks will be needed within the plan period. With an already existing 186 number of classrooms there will be an additional 13 classroom blocks to supplement the already existing ones.

Similarly for the Primary school level, a standard of 30:1 PTR was used in computing the needed number of classrooms for the plan period and this gave a total of 626. With an already existing 652 classroom blocks, implying that currently there are more than enough classrooms to accommodate Primary school enrolment.

At the J.H.S level, a standard of 25 students per class was used in computing the projected number of classrooms needed. This gave a total of 274 classroom blocks required for the plan period. However, with an available 238 classroom blocks already existing there would be an additional 36 classrooms blocks within the plan period as shown in Table 2.38.

Levels	**Number of Classroom per block**	**Class Size**	**PTR**
Kindergarten	5	**35 pupils**	35:1
Primary School	8	**30 pupils**	30:1
Junior High School	6	25 pupils	25:1

Source: GES, SuMA, 2025.

Table 2.38 Projections for Classrooms and Teachers

Level	No. of Schools (2021)	No. of Classroom (2021)	Enrolment Base year (2021)	Class rooms 2021		Number of Classrooms Needed							
				Required	shortage	2026		2027		2028		2029	
						R	S	R	S	R	S	R	S
KG	126	115	4030	115	84	145	30	147	32	150	35	153	38
Primary	132	446	13387	446	0	561	115	571	125	582	116	593	127
JHS	95	247	6183	247	0	247	-	207	-	211	-	215	-
R= Required , S= Shortage													

Source: GES, SuMA, 2025

Means the municipality requires 38 classrooms or 8 KG Blocks by 2029 and 38 pre- school teachers. When it comes to primary school, the municipality requires 127 classrooms or 16 primary schools and 127 teachers by 2029, though the number may increase due to geographical disparities.

2.21.12 Projections for Water Sector

There is high demand for potable water facilities in the Municipality. Using the standard established by Community Water and Sanitation Agency and Ghana Water Company, the demand for potable water for 2026-2029 period is projected in the table below with a standard of 300 people to one (1) for standpipe and borehole. The assumptions on which the water needs were projected are as follows:

- All defective water infrastructure will be repaired
- Standard consumption per head shall remain 20 liter per day
- The maximum walking distance 500m.

Table 2.39a Water and Sanitation Facilities

Type of Facility	Total	Threshold Population	Population Covered
HDW	40	1:150	6,000
Borehole With Pumps	140	1:300	42,000
stand pipe	75	1:300	22,500
Small Town Water System	1	1:5000.00	5000
Total	256		75,500

Source: MPCU, 2025.

Table 2.40b Water and Sanitation Facilities

Year	Population	Unserved Population	Manual Boreholes Required	Mechanized boreholes required
2021 (Base year)	126,403	35,643	119	30
2026	126,403	37,997	127	32
2027	126,403	40,174	134	33
2028	126,403	42,393	141	35
2029	126,403	44,655	149	37

Source: MPCU, 2025.

From the table above, it can be realized that by 2029 the municipality requires 149 and 37 manual and mechanized boreholes respectively to serve the unserved projected population of 44,655.

CHAPTER THREE

KEY DEVELOPMENT PRIORITIES

3.1 Introduction

The chapter outlines the critical development priorities that will guide the municipality's efforts over the medium term. Building on the analysis of existing conditions and stakeholder consultations, the identified priorities reflect both the pressing needs and strategic opportunities essential for sustainable socio-economic growth. The priorities focus on enhancing key sectors that drive livelihoods, improving infrastructure, strengthening institutional capacity, and promoting inclusive development. They address fundamental challenges such as inadequate service delivery, poverty, unemployment, , and environmental sustainability. By clearly defining these key focus areas, the plan aims to streamline resource allocation, coordinate interventions across sectors, and mobilize partnerships that will collectively advance the district's development agenda and improve the well-being of its residents.

3.1 Prioritized Development Issues for the Suhum Municipality

1) Limited revenue mobilization
2) Ineffective Sub-structures
3) Inadequate involvement of stakeholders in governance
4) Poor service delivery
5) Low Agricultural Productivity
6) Poor storage and transportation systems (post-harvest lost)
7) Enhance capacity of small and medium scale enterprises
8) Limited local participation in economic development
9) Inadequate development of and investment in processing and value addition
10) Illegal farming and harvesting of plantation timber Forest fires
11) Difficulty in the extension of grid electricity to remote rural and isolated communities
12) Poor quality and inadequate road transport network
13) Climate Change and Disaster prevention and Management
14) Weak enforcement of planning and building regulations

15) Poor sanitation and waste management
16) Increasing demand for household water supply
17) High levels of Youth Unemployment
18) Gender disparities in access to economic opportunities
19) Inadequate and limited coverage of social protection programmes
20) Inadequate opportunities for persons with disability to contribute to society
21) Poor quality of education at all levels
22) Gaps in physical access to quality health care

3.2 How Prioritization Was Done

The prioritization of the issues for the Medium-Term Development Plan was carried out through a systematic and participatory approach. Key stakeholders including community representatives, government officials, sector experts and development partners were engaged to ensure that the identified priorities reflect local needs and development aspirations. The process began with a comprehensive assessment of existing conditions and challenges, followed by a review of available resources and institutional capacities. Criteria such as the impact on a large proportion of the citizens especially, the poor and vulnerable were considered. Significant linkage effect on meeting basic human needs/rights such as immunization and quality education, reduction of gender discrimination, were also considered. Again, the significant multiplier effect of the issue on the local economy such as attraction of enterprises, job creation, increases in incomes, growth, and alignment with national development goals were applied to rank proposed issues. Through consultative workshops and technical evaluations, consensus was reached on priority areas that balance immediate needs with long-term strategic objectives.

CHAPTER FOUR

DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES

4.0 Introduction

This chapter presents the formulation of development goals, objectives, and strategies that serve as the foundation for the Medium-Term Development Plan. It emphasizes establishing clear, measurable, and achievable targets aligned with the overall vision and priorities. A key feature of this chapter is the assessment of goal compatibility through the use of a goal compatibility matrix, ensuring that proposed objectives are coherent, mutually reinforcing, and free from conflicts. Additionally, the chapter highlights how development proposals are strategically integrated with spatial plans to promote balanced regional growth and optimal resource utilization. Together, these components provide a comprehensive framework to guide effective policy implementation, resource allocation, and monitoring within the medium-term planning period.

4.1 Formulation of Development Goals, Objectives and Strategies

The medium-term development plan is anchored on advancing national priorities aimed at sustainable economic growth, social inclusion, and environmental stewardship. The plan aligns with the broader national vision by setting focused development goals, specific objectives, strategic approaches, and actionable programmes designed to drive measurable progress over the medium-term period.

4.2 District Development Goals

The district development goals formulated reflects the national goal of the NMTDPF 2026-2029. The overall District's development goal for the 2026-2029 plan period is:

To improve the living standards of the people through provision of socioeconomic services and infrastructure.

The following are statement of the development goals for the municipality;

1. Build a resilient economy for all
2. Maintain a stable, united and responsive local governance

3. Protect natural and built environment
4. Create equal opportunities for all
5. Foster diaspora engagement
6. Maintain a stable, united and responsive local governance

4.3. Assessment of goal compatibility using goal compatibility matrix

The assessment applied a Goal Compatibility Matrix to evaluate the alignment and interdependence of the six (6) development goals of the municipality listed above:

1. Build a resilient economy for all
2. Maintain a stable, united and responsive local governance
3. Protect natural and built environment
4. Create equal opportunities for all
5. Foster diaspora engagement
6. Maintain a stable, united and responsive local governance

The purpose of this assessment was to:

- Identify areas of strong synergy where goals reinforce one another.
- Highlight any potential tensions that require integrated planning.
- Support coordinated policy development by informing prioritization and resource alignment.

The assessment of the six strategic goals using a Goal Compatibility Matrix reveals strong overall alignment, with no significant conflicts between goals as shown in Annex 2.

4.4 Objectives

An objective analysis was conducted to determine the means-end relationships, highlighting the cause-and-effect connections between the identified challenges. Based on this, objective statements were specifically developed for each of the six goals outlined in this Medium-Term Development Plan as shown in table 4.1

4.5 Strategies

To achieve the objectives outlined in the Medium-Term Development Plan, clear and actionable strategies were developed. These strategies serve as the roadmap for translating the goals into concrete results. Several factors such as financial considerations, resource availability, and target population, social and environmental costs were used in evaluating and prioritizing the strategies. The table below shows the strategies of the municipality.

4.6 Matrix on Development Goals, Objectives and Strategies.

The matrix on development goals, objectives and strategies in table 4.1 below presents a structured overview of the key development priorities identified to address critical challenges and harness growth opportunities in municipality. Each Development Goal reflects a broad and aspirational outcome aligned with national vision. The corresponding Development Objectives break down these broad goals into specific, measurable, achievable, relevant, and time bound (SMART) targets. Lastly, the Strategies outline the practical interventions and programs designed to realize the objectives. Together, the matrix provides a roadmap to achieve sustainable and inclusive development outcomes. Refer to Table 4.1: Prioritized development issues

Prioritized Issues	Goals	Objectives	Aligned National Objectives	Strategies	Development Programme
Low revenue mobilization	Build a resilient economy for all	50% increase in Internally Generated Fund by 2029	Ensure improved fiscal performance and sustainability	• Enhance revenue mobilization capacity and capability of the assembly • Deployment of revenue taskforce	Financial Management Programme
Ineffective Sub-structures	Maintain a stable, united and responsive local governance	Improve citizens participation in local governance by 50% by the end of 2029	Deepen political and administrative decentralization	• Strengthen sub-municipality structures	Sub-Structure Improvement Programme
High cost of production inputs	Build a resilient economy for all	Improve agriculture productivity by 40% by the end of 2029	Create an enabling agribusiness environment	• Reinvigorate extension services • Accelerate the provision of critical public infrastructure such as feeder roads, electricity and water • Promote the application of information and communications technology (ICT) in the agricultural value chain in order to minimize cost in all operations	Agriculture Modernization and Post Harvest Management
Low quality and inadequate agricultural	Build a resilient economy for all		Improve Post-Harvest Management	Enhance post-harvest infrastructure	Agriculture Modernization and Post Harvest Management

infrastructure such as poor storage and transportation system				and management protocols on storage, transportation, processing, packaging, and distribution of agricultural produce at all levels.	
Limited access to credit by SMEs	Build a resilient economy for all	Improve job creation by 30% by the end of 2029	Support Entrepreneurship and SME Development	Provide opportunities for MSMEs to participate in all Public Private Partnerships (PPPs) and local content arrangements	Local Economic Development Programme
Inadequate market infrastructure	Build a resilient economy for all	Expand infrastructure by 30% by the end of 2029	• Improve connectivity & reduce transport costs	Modernize physical market structures including night markets SDGs: 9.1, 11.2, AU Agenda 2063: Goal 2, Goal 17, ECOWAS	Local Economic Development Programme
Poor road condition and network	Protect natural and built environment		• Improve efficiency and effectiveness of road transport infrastructure and services	Expand and maintain road transport infrastructure (SDG Target 9.1, 11.2) (AU	Transport Infrastructure and Safety Management Programme

				Target A2 G10 P1 T1 & 2)	
Climate Change and Disaster prevention and Management	Protect natural and built environment	Reduce disaster occurrences by 40% by the end of 2029	•Promote proactive planning for disaster prevention and mitigation	•Educate public and private institutions on natural and man-made hazards and disaster risk reduction •Strengthen early warning and response mechanism on disasters	Climate Change and Environmental Sustainability Programme
Weak enforcement of planning and building regulations	Protect natural and built environment	Improve enforcement of development control and permit acquisition by 30% by the end of 2029	•Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	•Fully implement Land Use and Spatial Planning Act, 2016 (Act 925)	Spatial Development Programme
Poor sanitation and waste management	Protect natural and built environment	Increase access to improved sanitation and by 50% by the end of 2029	•Improve access to improved and reliable environmental sanitation services	•Promote National Total Sanitation Campaign •Provide public education on solid waste management •Review, gazette and enforce MMDAs' bye-laws on sanitation •Develop and implement	Water, Environmental Health and Sanitation Programme

				strategies to end open defecation	
Increasing demand for household water supply	Protect natural and built environment		•Improve access to safe and reliable water supply services for all	•Provide mechanized borehole and small-town water systems •Enhance public awareness and institutional capacities on sustainable water resources management	Water, Environmental Health and Sanitation Programme
Limited access to essential health services	Create equal opportunities for all	Improve by 50% access to quality health care by the end of 2029	•Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC	•Strengthen district and sub-district health systems as the bedrock of the national primary healthcare strategy (SDG Targets 3.8, 16.6) systems as the bed-rock of the	Health Improvement Programme
High incidence of HIV and AIDS among young persons	Create equal opportunities for all		•Reduce the incidence of new STIs, HIV and AIDS and other infections, especially among vulnerable groups	•Expand and intensify HIV Counselling and Testing (HTC) programmes (SDG Targets 3.3, 3.7)	Health Improvement Programme

High levels of unemployment and under-employment amongst the youth	Create equal opportunities for all	Improve job creation by 30% by the end of 2029	• Harness demographic dividend	• Strengthen public institutions to engender young people's trust in addressing their priorities while creating opportunities for effective engagement	Youth and Sports Development Programme
Geographical disparities in access to quality education at all levels	Create equal opportunities for all	Increase enrolment by 10% by the end of 2029	Enhance inclusive and equitable access to, and participation in quality education at all levels	• Ensure inclusive education for all boys and girls with special needs	Education Improvement Programme
Inadequate opportunities for persons with disability to contribute to society	Create equal opportunities for all	Improve by 50% support to vulnerable groups and PWDs by the end of 2029	• Promote full participation of PWDs in social and economic development of the country	• Ensure effective implementation of the 3 percent increase in Municipality Assemblies Common Fund disbursements to PWDs • Generate database on PWD • Promote participation of PWDs in national development	Vulnerability, Social and Child Protection Programme

Inadequate and limited coverage of social protection programmes for vulnerable groups	Create equal opportunities for all	Improve by 50% support to vulnerable groups and PWDs by the end of 2029	• Strengthen social protection, especially for children, women, persons with disability and the elderly	• Mainstream social protection into sector plans and budgets • Strengthen and effectively implement existing social protection intervention programmes and expand their coverage to include all vulnerable groups	Vulnerability, Social and Child Protection Programme
Gender disparities in access to economic opportunities	Create equal opportunities for all	Improve by 50% support to vulnerable groups and PWDs by the end of 2029	• Promote economic empowerment of women.	• Improve access to education, health and skills training in income generating	Vulnerability, Social and Child Protection Programme
Limited Diaspora engagement and participation in national development	Foster diaspora engagement	Improve citizens participation in local governance by 50% by the end of 2029	Leverage the Ghanaian Diaspora for Economic, Political and Cultural development	Accelerate the implementation of the Diaspora Engagement Policy (SDG Target 16.7; AU A5 G16- P1-T1; ECOWAS Protocol Art. 23)	Sister Cities Relations Programme
Limited public participation in local governance	Maintain a stable, united and responsive local governance		Deepen political and administrative decentralization	Revamp and adequately resource sub district structures	Governance, Accountability and Public Safety Improvement

				(Town, Area, and Unit Committees) to perform statutory functions effectively. SDG Targets 16.6, 16.7, 17.1, 17.7, 17.9, 16.3, 16.6, 16.7, 17.18, SDG 9; AU Agenda	

Source: MPCU: 2025.

4.7 Development Proposals

The Development Proposals outlined in this Medium-Term Development Plan (MTDP) represent a comprehensive set of prioritized interventions designed to address the municipality's critical development challenges and capitalize on emerging opportunities over the next 4 years. These proposals were informed by a thorough analysis of current socio-economic conditions, stakeholder consultations, and alignment with national development visions and international commitments such as the Sustainable Development Goals (SDGs). Each proposal targets specific sectors and geographic areas, ensuring a balanced and inclusive approach that promotes sustainable growth, poverty reduction, social equity, and environmental sustainability. The proposals encompass a wide range of activities, including infrastructure development, human capital enhancement, economic diversification, governance improvements, and environmental conservation.

4.7.1 Economy

Suhum Municipal Assembly holds significant potential for economic growth, with focus on agriculture, industry, commerce and services.

a. Agriculture Endowed with fertile lands and water resources, the municipality has the potential to become an agricultural hub in Ghana. This proposal presents strategies to transform and modernize agriculture in the district, aiming to enhance food security, boost farmer incomes, and promote sustainable agricultural practices;

1.Crop Diversification and Modernization: Diversifying crops and modernizing farming practices will boost yields and ensure food security in the municipality.

2. Improved seed varieties: encourage the adoption of drought-resistant, high-yielding seed varieties through partnerships with research institutions like the Crop Research Institute (CRI) and the Council for Scientific and Industrial Research (CSIR). This will improve productivity and crop resilience to climate change.

3.High-Value Crop Production: while the district is a major producer of maize and cassava, more focus should be place on high-value crop such as rice, soybean, cowpea, vegetables (onions, tomatoes and peppers) and fruits (pineapple and mangoes) Livestock and Poultry Farming: Given the districts vast land, livestock and poultry farming can be expanded to complement crop production.

4.Livestock improvement programs: establish breeding centers and veterinary services to support cattle, goats, sheep and pig farming. Improving the health and genetics of livestock will enhance meat and dairy production.

5.Poultry farming: promote the rearing of poultry, including chickens and guinea fowl, to diversify farmer incomes. Training programs on poultry management, disease control and feed formation will be provided to ensure the sustainability of poultry farming in the district.

6.Integrated crop-livestock system: encourage farmers to adopt integrated systems where livestock farming complements crop farming. Livestock manure can be used to fertilize crops, and crop residues can serve as livestock feed. Access to Finance and Inputs: Farmers need financial support to scale up their activities and adopt modern practices.

7.Microfinance institutions: partner with microfinance institutions and banks to provide credit facilities to smallholder farmers. These financial services can help farmers purchase inputs such as seeds, fertilizers and machinery.

8.Input subsidies: the government and private sector should provide subsidies on essential farming inputs like fertilizers, seeds and pesticides. This will reduce the cost burden on farmers and encourage the adoption of modern agricultural technologies.

9.Market Linkages: Develop market linkages between farmers and buyers, including supermarkets, agro-processing companies, and export markets. This can be done through cooperatives and digital platforms that connect farmers to traders.

10.Transportation Infrastructure: Improve feeder roads to connect farming communities to major markets. Poor road infrastructure often limits farmers' ability to transport their produce, leading to high post-harvest losses and lower profits.

11. Storage Facilities: Build community-level storage facilities such as silos and warehouses to store grains and other produce. This will help farmers avoid selling at low prices during peak harvest periods and store their produce for sale when prices improve.

12. Agro-Processing and Value Addition: Agro-processing is essential for reducing post–harvest losses, increasing farmer incomes, and creating jobs. Such as Cassava Processing: Establish small- to medium-scale cassava processing factories to produce flour, starch, "gari", and ethanol. This will provide an alternative income stream for farmers and reduce wastage during bumper harvests.

Industry

The districts rich agricultural resources and proximity to major markets, has significant potential to develop a robust industrial sector. This proposal outlines strategies to promote industrialization in the district, focusing on agro-processing, manufacturing, construction and other key areas to enhance job creation, economic growth, and overall development;

1. Fruit and Vegetable Processing: Build small to medium-scale processing facilities for pineapple, mango, tomatoes, onions, and other crops. This would lead to the production of fruit juices, canned vegetables, and dried fruits, making the district a hub for food exports.
2. Construction Materials Manufacturing: Establish factories to produce bricks, cement blocks, roofing sheets, and other construction materials. Given the municipality's growing population and infrastructure development needs, this would meet local demand while reducing costs for housing and construction projects.
3. Handicrafts and Furniture: Develop workshops and small-scale factories for handicrafts and furniture production. Utilizing locally available wood, artisans can be trained to produce furniture for the domestic market, tourism sector, and export.
4. Construction Companies: Promote the establishment of local construction companies to handle road construction, housing development, and commercial infrastructure projects. These companies can also contribute to the development of schools, hospitals, and markets.
5. Public Works Partnerships: Engage in public-private partnerships (PPP) to develop key infrastructure, including bridges, roads, and electricity networks, which are vital for industrial growth and market access. This will also attract investors by improving the district's accessibility.

c. Commerce and Services

The Suhum Municipality is positioned to grow its commerce and service sectors by capitalizing on its agricultural wealth, tourism potential, and proximity to major markets especially Accra. This proposal outlines strategies to enhance trade, improve service delivery, and promote entrepreneurship to drive the districts economic progress; Market Expansion and Trade Hubs: A strong commercial network can be built around the municipality agricultural output, local crafts and emerging industries.

1. Establishment of Modern Market Centers: Develop modern, well-organized market hubs in key towns such as Suhum, Nankese, and Akorabo. These markets should provide facilities like cold storage, warehousing, and proper sanitation, allowing traders to store and sell perishable goods efficiently. This will make the municipality a key trading point for agricultural produce, attracting buyers from other regions.
2. Wholesale and Retail Networks: Encourage the establishment of wholesale and retail businesses that supply agricultural inputs (seeds, fertilizers, machinery), consumer goods, and construction materials. Providing incentives such as tax breaks for new businesses in these sectors will attract investors and boost local trade.

4.7.2 Water Infrastructure and Services

The Suhum Municipality is characterized by its agricultural activities and growing population and industries, faces significant challenges in providing reliable water supply. Developing a sustainable water infrastructure system is crucial for improving the quality of life, supporting agriculture, and ensuring long-term economic growth. This proposal outlines key strategies to enhance water access, and sustainable management of water resources across the municipality; 1.Comprehensive Water Supply System: To meet the growing demand for water, a comprehensive water supply system must be established across the municipality, ensuring reliable access to clean and potable water; development of boreholes and wells, surface water treatment plants, rainwater harvesting systems and piped water systems.

2.Development of Boreholes and Wells: Given the rural nature of many parts of the municipality, constructing boreholes and hand-dug wells in communities lacking access to piped water will provide immediate relief. Boreholes should be powered by solar or wind energy for sustainability, and regular maintenance systems should be put in place to prevent breakdowns.

3.Piped Water Systems: In urban centers like Suhum, Nankese, and Akorabo, develop piped water systems that connect to local treatment plants. These systems should provide 24-hour access to clean water, with household connections, public standpipes to serve both residential and commercial users.

4.7.3 Health

Upgrade Existing Health Facilities:

1. Community Health Centers: Upgrade the existing community health centers in towns like Nankese, Akorabo to provide a wider range of services, including primary healthcare, immunizations, and outpatient care. These centers should be equipped with modern medical equipment, reliable power, and water supply.
2. Construction of New Health Facilities: New Community Health and Planning Services (CHPS) Compounds: Establish CHPS compounds in remote areas to improve access to healthcare for rural population to provide basic healthcare services, including maternal and child health, family planning, and treatment of common illnesses.
3. Ambulance and Emergency Services: Strengthen the ambulance services in the municipality by providing additional vehicles and improving response times. Establish well-coordinated emergency response systems and ensure that ambulances are equipped with life-saving equipment and communication tools for quick referrals to larger hospitals.

4.7.4 Education

Improvement of Educational Infrastructure Construction and Expansion of Schools: Basic Education (Primary and Junior High Schools): Construct new schools in underserved and remote areas to reduce the distance students must travel, ensuring that every community has access to primary and junior high education. School Rehabilitation and Maintenance: Renovate existing schools, especially those with dilapidated structures, leaking roofs, or lack of basic amenities like toilets and potable water. Improving school facilities will enhance the learning environment and prevent school dropouts.

a. Early Childhood Development (ECD) Centers: Establish early childhood development centers across the municipality to provide quality pre-school education. Teacher Recruitment, Training and Retention;

b. Continuous Professional Development: Organize regular training and capacity-building workshops for teachers to enhance their skills in modern pedagogical methods, classroom management, and the use of educational technology. Teachers should also be trained in specialized subjects like science, mathematics, and ICT, which are often lacking in rural schools.
c. Teacher Motivation and Retention: Implement strategies to retain teachers by providing career progression opportunities, awards for outstanding performance, and professional support. Creating a conducive working environment to boost teacher morale and improve the quality of education.

4.7.5 Sanitation improvement

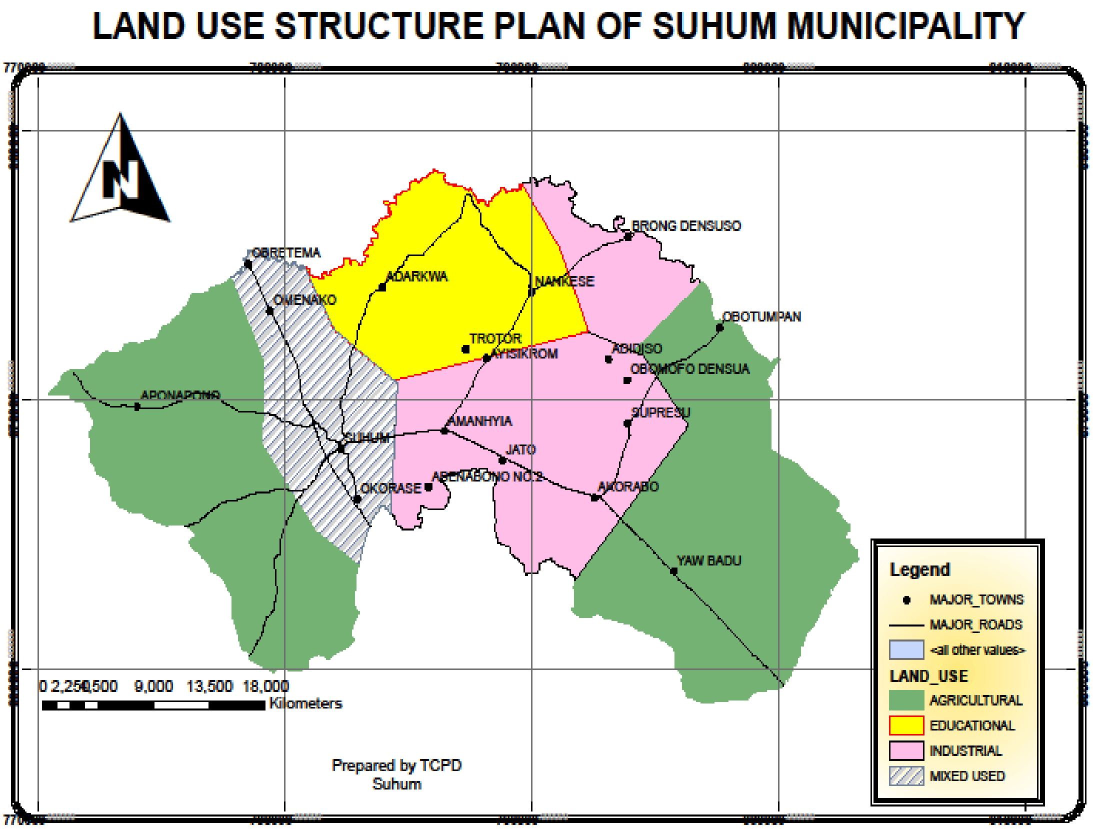
The comprehensive strategy to improve sanitation infrastructure, waste management, and create a resilient, clean, and healthy environment for residents include; Community-Led Total Sanitation (CLTS) Program: Public Awareness Campaigns: Implement widespread education programs to raise awareness about the importance of proper sanitation and hygiene. Community workshops, local radio broadcasts, and school programs should be utilized to educate people on the dangers of open defecation, poor waste management, and water contamination.

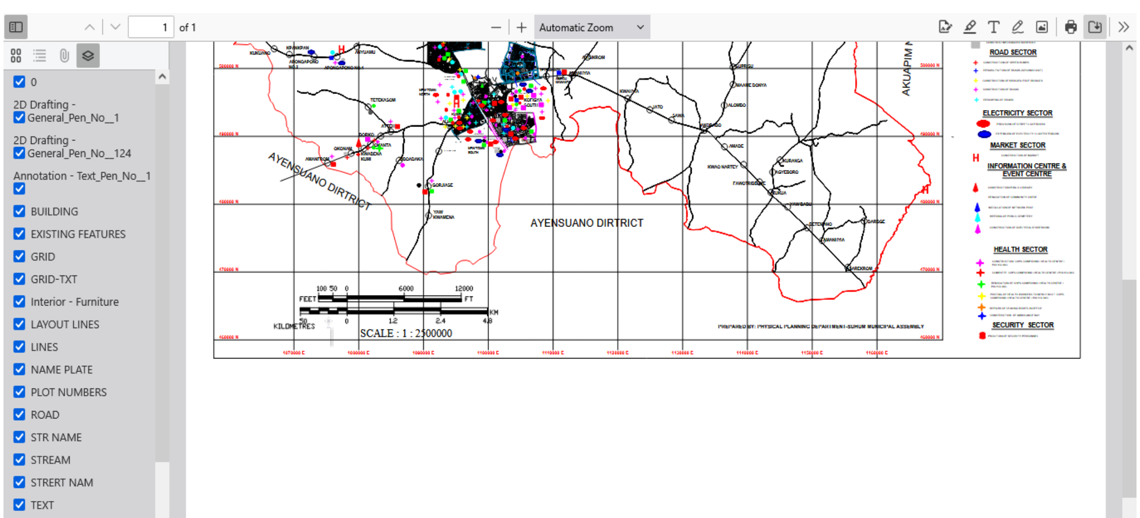
a. Community Ownership: Engage local communities in planning, building, and maintaining sanitation facilities and encourages communities to take responsibility for their own sanitation needs, from constructing toilets to maintaining clean environments.
b. Ending Open Defecation: Set a target for making Kwahu Afram Plains South District open defecation-free. This involves constructing household latrines, improving public sanitation facilities, and ensuring the enforcement of local regulations on sanitation.

4.7.6 Municipal Desired Future

Based on the programmes outlined in the Composite Programme of Action for the Medium Term, figure 5.2 shows the desired future of the municipality. In terms of economic development, improved agricultural activities would be concentrated in the rural areas while trade commerce and industrialization are expected to be concentrated in the urban areas through the redevelopment of the two major markets in Nankese and Akorabo. Access to health and educational infrastructure would be improved. The Municipality also desires to improve access to water and sanitation facilities in its bid to eliminate open defecation.

Figure 4.1 Municipal Desired Future Map





CHAPTER FIVE

COMPOSITE DEVELOPMENT PROGRAMMES

5.1 Introduction

The chapter examines the comprehensive framework of Composite Development Programmes, emphasizing their strategic design and implementation. It covers the essential aspects of costing of the plans, providing methodologies to accurately estimate financial requirements for various development programmes. Further, it explores programme financing, detailing the sources and mechanisms for mobilizing funds necessary to sustain these programmes. Finally, the chapter examines revenue generation measures, outlining innovative and practical approaches to enhance income streams that support medium-term development goals.

Development Programmes

The development programmes were designed in alignment with the strategies outlined in the previous chapter, incorporating the municipality's profile, including poverty analysis, mapping, and pro-poor initiatives. They also integrate crosscutting issues within municipality programmes, focus on local economic development, and reflect inputs from the District Sectoral Directorates as well as Zonal Councils.

Detailed Composite Programme of Action (POA) with Indicative Budget for the municipality is presented in Table 5.1.

5.2 Assumptions and methodologies used for costing

The costing process was guided by the assumption that standardization provides a reliable framework for managing uncertainties and external influences on cost estimates. This approach incorporated key estimates such as price levels, inflation rates, project timelines, resource availability, and the overall scope of planned activities. The methodologies employed for costing vary depending on the nature and complexity of the programme. The cost of each individual activities comprising a programme were aggregated to determine the total cost for the programme.

Similarly, costs of similar projects or programmes were compared to estimate expenses based on past data and experiences.

Table 5.1: Composite Programme of Action with Indicative Budget (2026 – 2029)

Goal 1: Build a resilient economy for all **Objectives: To improve fiscal performance by 50% by 2029** **Strategies: reduce revenue leakages through regular monitoring, Support the registration and capacity training of SMEs, Promote agro-based industries, support Agric extension services**													
Programme	**Time frame**				**Cost**				**Programme Status**		**Implementing Institution/Dept**	
	26	27	28	29	**GOG**	**DACF**	**IGF**	**OTHERS**	**New**	**On-going**	**Lead**	**Collab.**
Development Dimension: Economic Development												
Financial Management	*	*	*	*		1,000,000	40,000.00	200,000		*	SuMA	Rate Payers Revenue Collectors
Local Economic Development	*	*	*	*	21,000.00	6,140,000.00	500,000.00		*		SuMA	Private investors GNAG, WAG, MLGRD/MOTI
Agriculture Modernization and Post Harvest Management	*	*	*	*	437,300.00	240,000.00	400,000.00	170,000.00		*	MoFA	Farmers Breeders

Goal 2: Protect natural and built environment Objectives: ensure sustainable environmental resource exploitation and management Strategies: expand and maintain road transport, education on natural and made disasters and implementation of LUSPA												
Programme	**Time frame**				**Cost**				**Programme Status**		**Implementing Institution/Dept**	
	26	27	28	29	**GOG**	**DACF**	**IGF**	**OTHERS**	**New**	**On-going**	**Lead**	**Collab.**
Development Dimension:Environment and Human Settlements Development												
Transport Infrastructure and Safety Management	*	*	*	*	1,000,000.00	2,964,900.98	500,000.00	500,000.00		*	SuMA	DFR
Spatial Development	*	*	*	*	180,000.00	22,723,929	200,000			*	SuMA	TCPD Other MDAs Developers
Climate Change and Environmental Sustainability	*	*	*	*		120,000	80,000			*	NADMO	Agric department, CSOs

Goal 3:Create equal opportunities for all Objectives: improve access to social services Strategies: construct water and hygiene facilities, health infrastructure and ensure inclusive education for boys and girls												
Programme (PBB)	**Time frame**				**Cost**				**Programme Status**		**Implementing Institution/Dept**	
	26	27	28	29	**GOG**	**DACF**	**IGF**	**OTHERS**	**New**	**On-going**	**Lead**	**Collab.**
Development Dimension: Social Development												
Water, Environmental Health and Sanitation	*	*	*	*	961,158.12	24,140,000	1,000,000.00	800,000.00	*		MWD	SuMA Environmental/water
Education Improvement	*	*	*	*	6,575,000.00	32,000,000.00	5000,000.00	400,000.00		*	GES	SUMA
Job Creation for the Youth and Sports Development	*	*	*	*	125,000.00	500,000.00	290,000.00		*		GES	SUMA
Health Improvement	*	*	*	*	6,000,000.00	22,000,000.00	500,000.00	500,000.00		*	GHS	PPAG Couples

Vulnerability, Social and Child Protection	*	*	*	*	2,733,500.00	18,000,000.00	500,000.00	150,000.00		*	DSW	SuMA

Goal 4: maintain a stable, united and responsive local governance Objectives: improve service delivery Strategies: adequately resource sub structure, promote inclusive participatory planning												
Programme	**Time frame**				**Cost**				**Programme Status**		**Implementing Institution/Dept**	
	26	27	28	29	**GOG**	**DACF**	**IGF**	**OTHERS**	**New**	**On-going**	**Lead**	**Collab.**
Development Dimension: Governance and Institutional Development												
Governance, Accountability and Public Safety Improvement	*	*	*	*	451,000.00	5,904,000.00	96,903	80,000		*	SuMA	Departments and agencies, CSOs
Sub-Structure Improvement	*	*	*	*		500,000	200,000.00		*		SuMA	Zonal Councils
Capacity Building and Productivity	*	*	*	*		882,910	800,000.00	200,000		*	HR	SuMA

Improvement												
Co-ordination, Monitoring, Evaluation and Learning	*	*	*	*	478,608	5,000,000	640,000.00		*		SuMA	Assembly Members HODs

Goal 5: Foster diaspora engagement

Objectives: Leverage the Ghanaian Diaspora for Economic, Political and Cultural development

Strategies: Ensure participation of Ghanaians abroad in national development

Programme	**Time frame**				**Cost**				**Programme Status**		**Implementing Institution/Dept**	
	26	27	28	29	**GOG**	**DACF**	**IGF**	**Others**	**New**	**On-going**	**Lead**	**Collab.**
Development Dimension: International Relations												
Sister Cities RelationsProgramme	*	*	*	*		240,000.00	50,000.00	200,000	*		EC	ISD NCCE
Total					**23,962,566.12**	**147,355,739**	**6,296,903**	**3,200,000**				

Source: MPCU, 2025.

5.3 Indicative Financial Strategy

The programmes and projects that have been outlined to correct the issues and problems identified have cost implications. There is therefore the need for the Suhum Municipal Assembly to mobilize the financial and human resources needed to execute the programmes and projects outlined.
A total amount of One Hundred and Fifty-Four Million, Four Hundred and Eighty-Seven Thousand, Nine Hundred Ghana Cedis (GH¢**154,487,900**) is needed to finance the implementation of the Plan for the next four years. However, a gap of Twelve Million, Five Hundred and Sixteen Thousand, Eight Hundred and Ninety-Eight Ghana Cedis, Fifty-Three Pesewas (GH¢**12,516,898.53**) is expected to arise comparing expected inflows from 2026-2029 to the total cost of the programmes and projects in the plan.

5.3.1 Strategies to bridge the Gap

The Suhum Municipal Assembly has outlined the following strategies to deal with the funding gaps anticipated in the implementation of the DMTDP 2026-2029.

Intensification of Revenue Mobilization

The Suhum Municipal Assembly will intensify the mobilization of revenue in order to exceed the budgeted revenue for the plan period. This will be done through regular sensitization of rate and fees payers on the need to honor their fiscal obligations.

Identification of New Revenue Sources

New revenue sources will be identified and collected by the Municipal Assembly. This will include fees on the sale of land etc.

Proposal to Donor Agencies to Finance Projects

The Municipal Assembly will write proposals and send to Donor Agencies in the country such as the Japan Embassy, GIZ, Philanthropist, friends in Diaspora etc., to finance certain critical projects that will be needed to resolve critical issues in the Municipality.

Table 5.3: Programme Financing for the MTDP 2026-2029

Development Programme	Programme Cost (A)		Expected Revenue and Sources of Funding							
		GOG	DACF	IGF	DACF-RFG	ABFA	DPs	Others	Total (B)	Gap (C)=(B-A)
Financial Management	320,000	288,000			0.00	0	0	0	288,000	32,000
Local Economic Development	20,000.00	00	14,479,000.00	500,000.00	5,000,000.00	0	0	0	19,979,000.00	0
Agriculture Modernization and Post Harvest Management	3,183,000	3,321,000.00	300,000.00	100,000.00	0	0	0	0	3,721,000.00	538,000
Transport Infrastructure and Safety Management	10,464,900	400,000	9,564,000	500,000.00	0	0	0	0	10,464,000.00	0
Spatial Development	18,000,000	651,000.00	13,000,000	2,000,000	0	0	0	0	15,651,000.00	2,349,000
Climate Change and Environmental Sustainability	100,000	0	50,000.00		0	0	50,000	0	100,000.00	0
Water, Environmental Health and Sanitation	22,000,000	3,000,000	18,000.00	200,000	800,000.00	0	0	0	4,018,000.00	17,982,000.00
Education Improvement	30,000,000	0	29,000,000.00	100,000	800,000	0	0	0	29,900,000.00	100,000
Youth and Sports Development	700,000		350,000.00		0	0	0	0	350,000.00	350,000
Health Improvement	22,000,000	0	18,000,000.87	200,000	800,000		0		19,000,000.87	2,999,999.13
Vulnerability, Social and Child Protection	22,000,000	4,500,000.00	20,000,000.	300,000.00	0	0	200,000	0	25,000,000.00	3,000,000

Governance, Accountability and Public Safety Improvement	15,000,000	6,900,000	900,000.60	00.00	0	0	0	0	7,800,000.6	7,199,999.4
Sub-Structure Improvement	300,000	0	100,000.00	100,000	0	0	0	0	200,000.00	100,000
Capacity Building and Productivity Improvement	6,000,000	0	200,000.00	0	100,000.00	0	0	0	300,000.00	5,700,000
Co-ordination, Monitoring, Evaluation and Learning	4,000,000	4,000,000	800,000	200,000	0	0	0	0	5,000,000.00	1,000,000
Sister Cities Relations Programme	400,000	0	0	0	0	0	200,000.00	0	200,000	200,000
Total	**154,487,900**	**23,060,000**	**106,761,001.47**	**4,200,000**	**7,500,000**	**0**	**450,000.00**		**141,971,001.47**	**12,516,898.53**

Source: MPCU: 2025

5.4 Strategic Environmental Assessment (SEA)

The development programmes of the municipality were subjected to the SEA process. The analysis evaluated how each programme contributes to support each other to achieve the objectives of the MTDP and sustainable development, minimizes environmental and social risks, and aligns with the municipality's strategic development goals, national framework. Where the relationship was positive, the issues would be addressed holistically.

5.5 Sustainability Analysis of the Programmes (internal consistency/compatibility)

A comprehensive Sustainability Assessment was undertaken for all key the development programmes in the 2026–2029 Medium-Term Development Plan to ensure environmental, social, economic, and institutional alignment. Each programme was evaluated using a standardized matrix of criteria, indicators, and performance measures based on the principles of sustainable development as shown in Appendix 3 of this document. The following were the key findings of the analysis:

Consistency and Alignment across Programmes: All the 16 programmes assessed (including Financial Management, Local Economic Development, Agriculture Modernization and Post Harvest Management, Transport Infrastructure and Safety Management, Spatial Development, Climate Change and Environmental Sustainability, Water, Environmental Health and Sanitation, Education Improvement etc) follow a uniform evaluation structure. Criteria such as biodiversity conservation, climate change mitigation, gender inclusion, equity, and institutional governance were applied across board.

Cross-Sectoral Sustainability Integration: The assessments promote local resource use, community participation, equitable development, and strong economic linkages. Governance elements (e.g., human rights, democratic principles, and access to information) were systematically considered.

Institutional and Environmental Safeguards: Each programme was designed to ensure compliance with environmental standards, minimize adverse ecological impacts, and promote inclusive service delivery. The assessment showed that all the development programmes demonstrate a high level of internal compatibility and coherence with sustainability principles. This alignment provides a robust foundation for achieving inclusive, resilient, and environmentally responsible development outcomes over the medium term in the district.

CHAPTER SIX

ANNUAL ACTION PLANS

6.0 Introduction

Development programmes and projects are usually arranged on yearly basis within the planned period for easy identification and implementation. These are reflected in the Annual Plan, which specifies what action is to be taken each year, by who, at what specific time and at what cost. Annual Action Plan is developed from the Programme of Action; these projects have been selected for first year of plan implementation because they are urgently needed to fulfill Municipality development plans. While the rolled over projects have been included as ongoing projects and funds have already been allocated for implementation.

The projects cover various aspects of development in the Municipality and are in accordance with MTDPF four (4) strategic goals recommended thematic areas and development activities under the jurisdiction of the MA. The Annual Action Plans have projects ranging from; revenue generation mechanisms, market infrastructure improvement, rehabilitation of roads, expansion of electricity supply, water and sanitation, agriculture-based projects, and public private partnership projects such as job creation, service sector industrial development and ICT expansion. Other projects cover areas such as, health and education, community empowerment through poverty reduction and income equality projects, capacity building through training and provision of logistics and enhancing accountability and transparency in local governance. Table 6.1 below shows the activities that are to be implemented in the first planning year, the cost, and the implementing agencies.

The Suhum Municipal Assembly has also rolled over projects from the previous plan (DMTDP 2022-2025). These projects are currently under various stages of implementation and are funded from both external and internal sources.

The criteria used in the selection of Annual Action Plan projects and programmes include the following:

1. Critical projects that require immediate implementation

2. On-going projects

3. Not implemented projects, however, not all projects are included from this category

4. Projects with short growth period

5. Projects with low costs and can be accommodated by the MA first year budget

6. Poverty alleviating projects that have been prioritized by the MA

7. Donor, NGO, CBO funded projects which must be implemented in the first plan year

8. Central government funded projects and programmes that recur yearly or those that the central government has insisted that must be implemented as early as possible.

TABLE 6.1 ANNUAL ACTION PLAN 2026

Objective: To improve IGF by 10% by the end of 2026 **Programme: Financial management**														
Projects/Programme	Location	Time frame Quarterly				Cost					Programme status		Implementing Institutions/Departme nts	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	DACF-RFG	IGF	Donor	New	On-going	Lead	Collab.
Train 30 revenue staffs and 5Accounts Officers	Suhum	*	*	*	*				30,000.00		*		Finance	Central Administ ration
Purchase value books (Specialized Stock)	Accra	*	*	*	*				50,000.00		*		Finance	Central Administ ration
Undertake public education on fiscal obligation of citizens.	Municipality wide	*	*	*	*				40,000.00		*		Finance	Central Administ ration
Prepare and submit 12 monthly and annual financial statements	Municipality wide	*	*	*	*				10,000.00		*		Finance	Central Administ ration
Sustain the registration of new banking financial institutions/ susu collectors	Municipality wide	*	*	*	*				7,000.00		*		Finance	Central Administ ration
Provide funds for Internal management of organization	Municipality wide	*	*	*	*				200,000.0 0			*	Finance	Central Administ ration
Objective: Improve citizens participation in local governance by 20% by the end of 2026 Programme: Governance, Accountability and Public Safety Improvement														
Security operations	Municipality wide	*	*	*	*				50,000.00			*	Central Administ ration	MUSEC
Provide for Internal audit operations	Municipality wide	*	*	*	*				10,000.00			*	Audit Unit	SuMA

Decentralization implementation	Municipality wide	*	*	*	*				100,000.00			*	Central Administration	TAs, Zonal Councils
Office supplies and consumables	Suhum	*	*	*	*		40,000.00		40,000.00			*	Central Administration	Procurement
Organize meetings of entity tender committees, MUSEC and PRCC	Suhum	*	*	*	*				60,000.00			*	Central Administration	PO, Security
Monitoring of projects and programme	Municipality wide	*	*	*	*		30,000.00		20,000.00			*	Central Adm.	MPCU
Prepare 2027 composite budget	Suhum	*	*	*	*		30,000.00		30,000			*	Central Adm.	MPCU
Prepare 2027 AAP and composite budget	Suhum	*	*	*	*		20,000.00		20,000			*	Central Adm.	MPCU
Organize and service statutory meetings	Suhum	*	*	*	*		10,000.00		100,000.00			*	Central Adm.	MPCU
Personnel and staff management	Municipality wide	*	*	*	*		2,000.00		2,000.00			*	Central Adm.	HR
Human resource training and development	Suhum	*	*	*	*		2,000.00		40,000.00			*	Central Adm.	HR
Acquisition and maintain movable and immovable assets	Suhum	*	*	*	*		200,000.00		100,000.00			*	Central Adm.	MPCU
Maintenance, rehabilitation office and residential buildings	Suhum	*	*	*	*		200,000.00		10,000.00			*	Central Adm.	MWD
Information, Education and Communication	Suhum	*	*	*	*		10,000		40,000.00			*	Central Adm.	MIS
Dissemination of policies/programmes	Municipality wide	*	*	*	*		20,000.00		30,000.00			*	Central Adm.	MPCU

Objective: improve job creation by 10% by the end of 2026 Programme: Local Economic Development														
Support final year apprentices to write NVTI Exams	Suhum	*	*	*	*	2,000.00					*		GEA	Trade Associati ons
Provide Business Counselling/Follow up Services	Akorabo and Nankese	*	*	*	*	2000					*		GEA	Central Administ ration
Leadership training for Garages and Wag members	Suhum		*	*		2000					*		GEA	Trade Associati ons
Support Clients to access Enterprise development fund	Municipality wide	*	*	*	*	5,000.00	3,000.00				*		GEA	REP/PFI
Train existing clients in Bar Cake and Soap production	Suhum	*	*	*	*	4,000.00					*		GEA	Trade Associati ons
Train cassava processors in OSHEM	Abenabo	*	*	*	*	2000					*		GEA	REP
Support MSMEs to formalized their Businesses	Municipality wide	*	*	*	*	3,000.00					*		GEA	RGD
Train one business in Kaizen implementation	Suhum	*	*	*	*	2,500.00					*		GEA	Blue wale co. ltd
Train clients in marketing and customer relations	Suhum	*	*	*	*	2,000.00					*		GEA	Central Administ ration
Organize business forum	Suhum	*	*	*	*	10,000.0 0					*		GEA	Central Administ ration
Objective: To improve agriculture productivity by 20% by the end of 2026 Programme: Agriculture Modernization and Post Harvest Management														
Provide extension services to 21,000	Municipality wide	*	*	*	*	10,000.0 0				22,000. 00		*	MOFA	SuMA

farmers through the conduct of home and farm visits														
Conduct Research Extension Famer Link (RELC) Committee meeting	Suhum	*	*	*	*	3,000.00				22,000.00		*	MOFA	RAD
Arrange for the maintenance of official vehicle and motorbikes	K'dua	*	*	*	*	5,000	2,000					*	Agric Dept	Transport
Arrange for the maintenance of office computers, accessories other equipment	Suhum	*	*	*	*	5,000						*	Agric Dept	SUMA
Procure stationeries	Suhum	*	*	*	*	5,000						*	Agric Dept	suppliers
Procure equipment to conduct crop yield study	Suhum	*	*	*	*	5,000						*	Agric Dept	AEAs
Conduct Agricultural Production and Yield study	Municipality-wide	*	*	*	*	5,000						*	Agric Dept	AEAs/ Farmers
Conduct market survey to determine market prices of farm produce	Municipality-wide	*	*	*	*	2,000	2,000					*	Agric Dept	AEAs/ Farmers
Undertake quarterly Monitoring of the Implementation of field activities	Municipality-wide	*	*	*	*	4,000						*	Agric Dept	AEAs/ Farmers
Increase knowledge of 20 palm fruit processing women in value addition	Municipality-wide	*	*	*	*	5,000				12,000	*		Agric Dept	AEAs/ Farmers

Conduct training session for 30 women in alternative livelihood	Municipality-wide	*	*	*	*		10,000			12,000	*		Agric Dept	AEAs/ Farmers
Conduct training for 40 women extension volunteers and animators on crop disease and pest identification and control	Municipality-wide	*	*	*	*		5000			12,000	*		Agric Dept	AEAs/ Women Farmers
Identify and resource 40 farmers living with disability in income generating activities	Municipality-wide	*	*	*	*		6,000			13,000	*		Agric Dept	AEAs/ Farmers
Strengthen women groups towards the development of commodity satellite market	Municipality-wide	*	*	*	*		4000			12,000	*		Agric Dept	AEAs/ Farmers
Train 40 staff on tree crop production technologies (Propagation, planting undergrowth management, marketing)	Municipality-wide	*	*	*	*	5,000	3,000				*		Agric Dept	SuMA
Enhance skills and knowledge of staff on System of Rice Intensification (SRI) technologies	Municipality-wide	*	*	*	*	5000	5,000			13,000	*		Agric Dept	SuMA
Facilitate staff performance through workshops, trainings,	Municipality-wide	*	*	*	*	3,000				11000	*		Agric Dept	SuMA

technical review meetings and capacity building														
Train staff on Technical Education for Modernizing Agriculture in Ghana (TEDMAG)	Municipality-wide	*	*	*	*	2000				1000	*		Agric Dept	SuMA
Enhance the skills and knowledge level of livestock farmers on endo and ecto-parasite control	Municipality-wide	*	*	*	*	1500	8200			1,800	*		Agric Dept	SuMA
Train staff on emergency preparedness on emerging diseases	Municipality-wide	*	*	*	*	4,000	5,500				*		Agric Dept	SuMA
Provide 100 women farmers improved taro planting materials	Municipality-wide	*	*	*	*		6000			13,000	*		Agric Dept	SuMA
Conduct demonstration on cereals, vegetable	Municipality-wide	*	*	*	*	2,000	2,000					*	Agric Dept	SuMA
Organize field days	Municipality-wide	*	*	*	*	9,000	4,000					*	Agric Dept	SuMA
Promote the establishment of backyard vegetables garden in Operational Areas	Municipality-wide	*	*	*	*	6,000						*	Agric Dept	SuMA
Promote aquaculture in the municipality	Municipality-wide	*	*	*	*	4500	15,000					*	Agric Dept	SuMA
Conduct livestock disease surveillance	Municipality-wide	*	*	*	*	4,000	1000					*	Agric Dept	SuMA

Promote climate smart agriculture among farmers	Municipality-wide	*	*	*	*		10,000			31,000		*	Agric Dept	SuMA
Objective: Reduce disaster occurrences by 20% by the end of 2026 Programme: Climate Change and Environmental Sustainability														
Organize public education on disaster prevention and management	Suhum, Akorabo and Nankese Zones	*	*	*	*	10,200.00	5,000				*		NADMO	GHS,GES,GNFS, EHU
Reviving and supporting Disaster Volunteer Groups in the municipality	Suhum, Akorabo and Nankese Zones	*	*	*	*	2,200.00					*		NADMO	GNFS EHU MOFA
Hazard Identification and Assessment	Suhum, Akorabo and Nankese Zones	*	*	*	*	1000.00					*		NADMO	GNFS EHU SuMA
Organize clean up exercise/ desilting of major drains	Suhum, Akorabo and Nankese Zones	*	*	*	*		200,000.00				*		NADMO	GNFS EHU SuMA ZOOMLION
Capacity and skills training in Climate change	Suhum	*	*	*	*	2,600.00	5,000		3000		*		NADMO	GNFS EHU SuMA ZOOMLION
Organize Tree Planting Exercise	Suhum, Akorabo and Nankese Zones	*	*	*	*	10,000.00	20,000.00		45,000		*		NADMO	PPD SuMA

Social Mobilization and employment	Suhum, Akorabo and Nankese Zones	*	*	*	*	3,000.00	6,000.00				*		NADMO	GNFS PPD MOFA
Map and identify wetlands and ecological sensitive areas with emphasis on those under threat or experiencing encroachment	Municipality wide	*	*	*	*	3,000.00	6,000.00				*		NADMO	SuMA
Celebrate IDDR Week	Suhum, Akorabo and Nankese Zones	*	*	*	*	6,000.00	3,000.00		27,000.00		*		NADMO	GNFS,GHS,GES, PPD,MOFA SuMA
Organize Technical committee meetings	Suhum, Akorabo and Nankese Zones	*	*	*	*	5,760.00					*		NADMO	SuMA All member agencies
Objective: Increase access to improved sanitation by 30% by the end of 2026 Programme: Water, Environmental Health and Sanitation														
Organize monthly clean up exercises and undertake solid waste services. Sanitation Day	Municipality wide	*	*	*	*		200,000					*	EHU	SuMA
promote the construction of household toilet in low-income areas through CLTS	Municipality wide	*	*	*	*		5,000				*		EHU	SuMA
Prepare DESSAP	Municipality wide	*	*	*	*		20,000				*		EHU	MPCU

Prosecute sanitary offenders and maintain hygiene at the roundabout	Municipality wide	*	*	*	*		20,000					*	EHU	Municipal security
Conduct house to house inspection to ensure proper sanitation	Municipality wide	*	*	*	*				25,000			*	EHU	Municipal security
Organize hygiene education programme	Municipality wide	*	*	*	*		10,000		22,000			*	EHU	Municipal security
Conduct inspection, screening and certification of food vendors	Municipality wide	*	*	*	*		5,000		20,000			*	EHU	SuMA NCCE GHS
Conduct school health education on personal hygiene and sanitation for all schools	Municipality wide	*	*	*	*		6000		12,000			*	EHU	SuMA NCCE GHS
Disinfest infected premises and public places	Municipality wide	*	*	*	*		20,000		26,000			*	EHU	SuMA Zoom lion GHS
Objective: Expand infrastructure by 30% by the end of 2026 **Programme:** Transport Infrastructure and Safety Management,														
Maintenance of vehicles	Suhum	*	*	*	*		60,000.00		10,000.00		*		Transport	Procurement/Finance
Complete construction of 3 Story Market Complex (First Phase 16 unit)	Amponsah Market - Suhum	*	*	*	*		*800,000*					*	MWD	Central Administration

Complete construction of 3 Story Market Complex 32-unit second phase	Amponsah Market - Suhum	*	*	*	*		*1,550,000*					*	MWD	Central Administration
Construct 2No. 20-Seater W/C Toilet	Magazine Area	*	*	*	*		1,000,000					*	MWD	Central Administration/ Dept of Education
Complete construction of 1No. 6-Seater Water Closets and Mechanized Borehole	Suhum M/A School	*	*	*	*			50,000.00				*	MWD	Central Administration/ Dept of Education
Maintenance of Final Waste Disposal Site	Kwahyia	*	*	*	*		200,000.00				*		MWD	SuMA
Desilting and Dredging Works	Nankese Suhum	*	*	*	*		*100,000.00*				*		MWD	Central Administration
Construction and Furnishing of Revenue Offices	Suhum	*	*	*	*				*226,000.00*		*		MWD	Central Administration
Install street light to enhance security	Municipality-wide	*	*	*	*		*30,000.00*				*		MWD	Central Administration
Rehabilitate and reshape feeder roads	Municipality-wide	*	*	*	*		*300,000.00*				*		MWD	Central Administration
Drill and mechanize 2 No. boreholes	Suhum Fire Service, Suhum Residence	*	*	*	*		*350,000.00*				*		MWD	Central Administration

Completion of 1No. 4-Seater KVIP	Suhum Methodist	*	*				*100,000*					*	MWD	Central Administ ration
Repair 12 No. Boreholes	Municipality wide	*	*	*	*		*44,000*					*	MWD	Central Administ ration
Drill and mechanize 5 No. boreholes	Akorabo CHPS, Abenabo, Adarwah,Akorabo school, Kokooso	*	*	*	*		*500,000*				*		MWD	Central Administ ration
Drill 10 No. boreholes with hand pumps	Jato, Yokonor,AbomenaNkatekwan	*	*	*	*		*500,000*				*		MWD	Central Administ ration
Drill and mechanize 8No. boreholes	Odukum,Down villa, Niifio, Ahafi,Dawn of life, kokosi Ase, Abenabo, Metemano	*	*	*	*		*500,000*				*		MWD	Central Administ ration
Construction of 1 No. Market (24 Hr. Economy)	Akorabo	*	*	*	*		*5,500,000*				*		MWD	Central Administ ration
Build Capacity of drivers	Suhum	*	*	*	*				4,000.00		*		Transport	HRD
Objective: improve enforcement of development control and permit acquisition by 30% by the end of 2026 Programme**:** Spatial Development Programme														
Inspect sites for processing development applications for permitting	Municipal Wide	*	*	*	*				4,280.00			*	TCPD	Central Admin.

Carry out community and school-based sensitization and awareness creation campaigns on climate change adaption and mitigation strategies	Municipal Wide	*	*	*	*				6000			*	NADMO	SuMA
Undertake street – side canopy tree planting and urban greening activities along avenues in line with NSNPA Policy	Municipal Wide	*	*	*	*	2000			3000			*	TCPD	Central Admin.
Organize monthly Technical-Sub Planning Committee meetings.	Suhum	*	*	*	*				12,000.00			*	TCPD	Central Admin.
Organize monthly Spatial Planning Committee meetings.	Suhum	*	*	*	*				20,912.00			*	TCPD	Central Admin.
Objective: increase enrolment by 10% by the end of 2026 Programme: Education Improvement Programme														
Sensitize 30 School Communities on the need for parents to send their girl child to school	Selected	*				3,000.00						*	Girl Child Co Coordina tor	SuMA
Construct 1 No. 3 unit classroom block	Suhum Krobom			*	*		400,000. 00				*		GES	SuMA
Construct 1No. 3-unit KG block	Kokooso			*	*		500,000. 00				*		GES	SuMA
Provision of school and office furniture	Selected schools	*	*	*	*		1,000,00 0				*		GES	SuMA
Sensitize 100 parents in 10 deprived school communities	Selected communities	*	*	*	*	10,600.0 0						*	Girl Child CoGFS-	SuMA

on the need to provide basic school needs for their wards.													coordinat or	
Organize a day's workshop for 173 Early Childhood facilitators on the use of the Assessment tools	All Public KG facilitators				*	8,650.00					*		Early Childhoo d Coordina tor	DD Supervisi on
Organize A-3 day INSET for 90 Guidance and Counseling teachers in primary and JHS Schools	Latter Day Saints Premises Okorase	*	*	*	*	5,500.00						*	G & C Coordina tor	DD Supervisi on
Sensitize 20 communities on the need for parents to send their pregnant school girls to school after delivery.	20 school communities	*	*	*	*	5,900.00						*	Girl Child Co-coordinat or	DD Supervisi on
Organize A 2- Day workshop for 75 lower Primary School teachers on literacy and numeracy in English and Ghanaian Language.	75 lower Primary schools in the Municipality	*	*	*	*	17,722.0 0						*	Training Officer	DD HRMD
Organize Municipal level quiz for 150 P6 pupils in reading and comprehension at 7 Circuit centers.	75 Primary Schools	*	*	*	*		17,360.0 0					*	DD Supervisi on	Municipa l Assembl y
Organize end of term examination for both primary and JHS	All Primary and JHS Schools	*	*	*	*		32,630.0 0				*		Examinat ion Officer	Municipa l

pupils and two series of Mocks for JHS 3 students														Assembly
Organize in-service training for 50 Technical/Vocational teachers in JHS on teaching methodologies.	All JHS in the Municipality	*	*	*	*	2,117.00						*	TVET Co-coordinator	DD Supervision
Construction of ICT Centre at Suhum to serve Schools in and around Suhum.	SUHUM	*	*	*	*		400,000					*	ICT Co-coordinator	Municipal Assembly
Training of 50 ICT Teachers and their Heads	SUHUM LATTER DAY	*	*	*	*	5000	2000				*		ICT Co-coordinator	Training Officer
Organize A- Day orientation course for 65 newly trained teachers.	Suhum Central Pentecost Church	*	*	*	*	5,000.00					*		Training Officer	DD HRMD
Monitoring of teachers output of work in 90 Basic schools using 7 working days per term.	90 Basic Schools	*	*	*	*	11,852.00						*	SISOs	DD Supervision
Comprehensive visit by Circuit Supervisors to 45 schools.	45 Basic Schools	*	*	*	*	5,500.00						*	SISOs	DD Supervision
Organize A -3 Day training workshop for 150 SMC/PTA Executive members	Suhum Ayekotse Freeman Methodist Chapel	*	*	*	*		5,100.00				*		Basic School Co-coordinator	Municipal Assembly

on their roles and responsibilities.														
Dissemination of information on SPIP to parents at PTA meetings	All basic schools	*	*	*	*	1,200.00					*		DD Supervisi on	SISOs
Disability play of approved SPIP on the school notice board	Municipality wide	*	*	*	*	500.00					*		Heads of basic schools	DD Supervisi on
Organize A-2-day non- residential training for 75 teachers in special education	Suhum Methodist Chapel	*	*	*	*	8,800.00					*		SPED - Co ord.	DD HRMD
Data collection on pupils with disability in 90 basic schools in the Municipality	90 Basic Schools	*	*	*	*					3,000.0 0	*		SPED – Co ord.	Ghana Health Services
Screening for specific disability in 20 selected schools.	20 Selected schools	*	*	*	*					4,500.0 0	*		SPED – Co-ord.	Ghana Health Services
Organize in-service training for 28 officers on monitoring, evaluation and effective management skills.	Municipal Assembly Conference room	*	*	*	*					2,700.0 0	*		Planning	DD Supervisi on
Support 19 non-teaching staff with logistics to make their work easy.	Municipal Education Office	*	*	*	*	3,000.00					*		F&A Officer	Supply Officer
Refresher course for 90 head teachers on the preparation and	7 Circuit centers	*	*	*	*	5,000.00						*	Auditor	Accounta nt

use of the Capitation Grant and proper account keeping by account and audit staff.														
Organize Municipal level STMIE fair for 100 pupils	Suhum	*	*	*	*		30,000.0 0					*	GES	SuMA
A 3-Day training workshop for 90 basic school heads on Management , Evaluation and Accountability using 5 resource persons	Church of Pentecost-Suhum Central	*	*	*	*	4,800.00					*		Planning	A & F
Collection of data on staffing and enrolment by 5 EMIS staff and 7 Circuit SISOs in all schools in the Municipality.	Basic Schools (Public and private)	*		*		7,500.00						*	Planning	Supervisi on Unit
Preparation of ADEOP reports by 32 MEO staff.	SuMA	*	*	*	*	3,000.00						*	Planning Unit	SuMA
Monitoring visits by Municipal Director of Education (MDE) in 35 selected schools	35 selected schools	*	*	*	*	7,000.00						*	MDE	DD Supervisi on
Conduct School Performance Appraisal Meetings (SPAM)	SuMA			*			10,000.0 0				*		SISOs	DD Supervisi on
Procurement of Furniture for schools	Municipality wide	*			*		2,200,00 0,000				*		GES	SuMA
Expansion of the school feeding	Selected schools	*					10,000					*	Planning Unit.	SuMA

program to 6 rural school communities														
Rehabilitation of 2 No. School Block	Suhum Exp. Primary Koransang Presby	*			*		200,000.00				*		Planning Unit.	SuMA
Construct 1No. 6-Seater Water Closets and Mechanized Borehole	Suhum New Town South		*				900,000					*	GES	Central Administration/ Dept of Education
Construction of 1No. 3-Unit Classroom Block with ancillary facilities	Akorabo	*					600,000.00				*		GES	Central Administration
Construction of 1No. 3-Unit Classroom Block with ancillary facilities	Kokooso	*					643,000.00				*		GES	Central Administration
Construction of 1No. 6-Unit Classroom Block with ancillary facilities	Praprababida Sra	*	*	*	*		900,000				*		GES	Central Administration
Construction of 1No. 3-Unit Classroom Block with ancillary facilities	Krobom	*	*	*	*			900,000.00			*		GES	Central Administration
Organize quarterly MEOC meetings and reviews	SuMA	*	*	*	*				25,000			*	GES	SuMA
Objective: improve by 10% access to quality health care by the end of 2026														

Programme: Health Improvement														
Organize District Health Committee Meetings	MHD	*				5,000.00						*	MHD	SuMA
Support national and international celebrations (CHPW, TB, WBW,WMHAM	Suhum	*	*	*	*	3,000						*	MHD	SuMA
Organize orientations and induction meeting for newly qualified staff and middle line managers	MHD	*		*		2,000						*	MHD	SuMA
Organize data management workshop for 30 linked facilities	MHD	*				5,550.00						*	MHD	SuMA
Organize staff durbars to address staff welfare and performance issues	MHD	*	*	*	*				4,800.00			*	MHD	SuMA
Train sub-municipal and facility staff on Public Financial Administration	MHD		*						5,200.00			*	MHD	SuMA
Conduct quarterly financial support visit to facilities	Health Facilities	*	*	*	*				2,200.00			*	MHD	SuMA
Participate in quarterly Health service financial validation meeting at Regional Health Directorate	Koforidua	*	*	*	*				13,600			*	MHD	SuMA
Submit and renew credentialing of	Accra	*		*					700.00			*	MHD	SuMA

health facilities to NHIA														
Construction of CHPS Compound with Nurses Quarters and Mechanized Borehole	Akarabo	*	*	*	*		1,096,900.00					*	MWD	MHD
Construction of CHPS Compound with Nurses Quarters and Mechanized Borehole	Kromameng	*	*	*	*		1,096,900.00					*	MWD	MHD
Construction of CHPS Compound with Nurses Quarters and Mechanized Borehole	Abenabo	*	*	*	*		1,096,900.00				*		MWD	Central Administration
Objective: improve by 10% support to vulnerable group and PWDs by the end of 2026 Programme: Vulnerability, Social and Child Protection														
Mediate fifty (50) family welfare cases	Suhum	*	*	*	*	9000	20,000					*	DSW& CD	SuMA
Prepare and submit social enquiry reports to the juvenile and family tribunal court	Suhum	*	*	*	*	2000	10,000					*	DSW& CD	SuMA
Facilitate the payment of LEAP to 398 beneficiaries bi-monthly	Municipality wide	*	*	*	*		9000			2000		*	DSW& CD	MGCSP
Follow up visits to 15 reunified children in RHCs	Municipality wide	*	*	*	*		15,000			2000		*	DSW& CD	SuMA

Monitor and supervise 54 Day care centers and train 25 attendants	Municipality wide	*	*	*	*	2000	20,000				*		DSW& CD	SuMA
Undertake public and social education in 25 communities and schools	Municipality wide	*	*	*	*	2000					*		DSW& CD	SuMA
Supervision of 2 residential homes every quarter	Municipality wide	*	*	*	*	2000						*	DSW& CD	SuMA
Render support to vulnerable groups and generic services to 22 patients	Municipality wide	*	*	*	*	2000						*	DSW& CD	SuMA
Registration and renewal of NHIS vulnerable persons (aged, PWDs etc.)S for 589	Municipality wide	*	*	*	*	2000						*	DSW& CD	SuMA
Identification and registration of 37 persons with Disability (PWDs)	Municipality wide	*	*	*	*		2000					*	DSW& CD	SuMA
Monitoring and supervision of Organizations of persons with disability (OPWDs)	Municipality wide	*	*	*	*		2000					*	DSW& CD	SuMA
Train, educate and sensitized potential Foster Parents (5)	Suhum	*	*	*	*		2000					*	DSW& CD	SuMA
Disburse income generating items to 78 PWDs	Suhum	*	*	*	*		2000					*	DSW& CD	SuMA

Update municipal disability album on PWDs	Suhum	*	*	*	*		5000					*	DSW& CD	SuMA
Mass education: identification and sensitization of focus groups on child protection in 15 communities	Municipality wide	*	*	*	*	2000						*	DSW& CD	SuMA
Extension services: roll out agency activities in selected 20 communities	Municipality wide	*	*	*	*					2000		*	DSW& CD	SuMA
Train focus groups in income activities in 8 communities	Selected communities	*	*	*	*	2000						*	DSW& CD	SuMA
TOTAL						**337,451**	**23,943,4 90**	**950,000**	**1,616,692**	**42,000**				

Source MPCU, 2025.

TABLE 6.2 ANNUAL ACTION PLAN 2027

Broad Activities	Location	Time frame Quarterly				Cost					Programme status		Implementing Institutions/Departments	
Objective: To improve IGF by 30% by the end of 2027 Programme: Financial management														
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	DACF-RFG	IGF	Donor	New	On-going	Lead	Collar.
Organize training workshops for revenue collectors	Suhum	*	*	*	*				10,000.00			*	Finance	Central Administration
Purchase value books (Specialized Stock)	Accra	*	*	*	*				30,000.00			*	Finance	Central Administration
Procure Office equipment and necessary materials for safe keeping of public funds and document	Suhum	*	*	*	*				3,000.00			*	Finance	Central Administration
Participate in all IPSAS training works and PFM	Suhum	*	*	*	*				8,000.00			*	Finance	Central Administration
Training on New Production methods	Suhum	*	*	*	*				9,000.00			*	Finance	Central Administration
Provide funds for Internal management of organization	Suhum	*	*	*	*				90,000.00			*	Finance	Central Administration
Objective: Improve citizens participation in local governance by 30% by the end of 2027 Programme: Governance, Accountability and Public Safety Improvement														
Security operations	Municipality wide	*	*	*	*				20,000.00			*	Central Administration	MUSEC
Provide for Internal audit operations	Suhum	*	*	*	*				10,000.00			*	Audit Unit	SuMA

Decentralization implementation	Municipality wide	*	*	*	*				100,000.00			*	Central Administration	TAs, Zonal Councils
Office supplies and consumables	Suhum	*	*	*	*		80,000.00		90,000.00			*	Central Administration	Procurement
Organize meetings of entity tender committees, MUSEC and PRCC	Suhum	*	*	*	*				20,000.00			*	Central Administration	PO, Security
Monitoring of projects and programme	Municipality wide	*	*	*	*		50,000.00		40,000.00			*	Central Adm.	MPCU
Prepare 2028 composite AAP and Budget	Suhum	*	*	*	*		90,000.00		30,000			*	Central Adm.	MPCU
Organize and service statutory meetings	Suhum	*	*	*	*		50,000.00		80,000.00			*	Central Adm.	MPCU
Personnel and staff management	Municipality wide	*	*	*	*			40,000.00	20,000.00			*	Central Adm.	HR
Human resource training and development	Suhum	*	*	*	*		20,000.00		30,000.00			*	Central Adm.	HR
Acquisition of movable and immovable assets	Suhum	*	*	*	*		50,000.00		20,000.00			*	Central Adm.	MPCU
Maintenance, rehabilitation office and residential buildings	Suhum	*	*	*	*		100,000.00		50,000.00			*	Central Adm.	MWD
Information, Education and Communication	Suhum	*	*	*	*				10,000.00			*	Central Adm.	MIS
Dissemination of policies/programmes	Municipality wide	*	*	*	*		4,000.00		5,000.00			*	Central Adm.	MPCU
Objective: improve job creation by 20% by the end of 2027 Programme: Local Economic Development														

Support final year apprentices to write NVTI Exams	Suhum		*	*		16,000.00					*		GEA	Trade Associations
Provide Business Counselling/Follow up Services	Akorabo and Nankese	*	*	*	*	4000					*		GEA	Central Administration
Leadership training for Garages and Wag members	Suhum		*	*		200					*		GEA	Trade Associations
Support Clients to access Enterprise development fund	Municipality wide	*	*	*	*	200,000.00					*		GEA	REP/PFI
Train existing clients in Bar Cake and Soap production	Suhum			*	*	4,400.00					*		GEA	Trade Associations
Train cassava processors in OSHEM	Abenabo		*	*		2000					*		GEA	REP
Support MSMEs to formalized their Businesses	Municipality wide	*	*	*	*	3,000.00					*		GEA	RGD
Train one business in Kaizen implementation	Suhum	*				2,500.00					*		GEA	Blue wale co. ltd
Train clients in marketing and customer relations	Suhum			*		2,000.00							GEA	Central Administration
Organize business forum	Suhum	*	*	*	*	20,000.00					*		Central Administration	Technology Solutions Center
Objective: To improve agriculture productivity by 30% by the end of 2027 Programme: Agriculture Modernization and Post Harvest Management														
Provide Extension services to 23,000 farmers through the	Municipality-wide	*	*	*	*		10,000			10,000		*	Agric. Dept	SuMA

conduct of home and farm visits														
Conduct Research Extension Farmer Linkage (RELC) committee meeting	Suhum	*	*	*	*					2,000		*	Agric Dept	SuMA
Arrange for the maintenance of official vehicle	Suhum	*	*	*	*					7,000		*	Agric Dept	SuMA
Arrange for the maintenance of 19 motorbikes	Suhum	*	*	*	*					4,000		*	Agric Dept	SuMA
Arrange for the maintenance of office computers, accessories other equipment	Suhum	*	*	*	*					2,500		*	Agric Dept	SuMA
Provide insurance cover for pick-up vehicle	Suhum	*	*	*	*					3,200		*	Agric Dept	SuMA
Pay for utility bills, call credit and data	Suhum	*	*	*	*	4,000	1,000			5,000		*	Agric Dept	SuMA
Procure stationeries	Suhum	*	*	*	*	2,000				6,000		*	Agric Dept	SuMA
Conduct Agricultural Production and Yield study	Municipality-wide	*	*	*	*	600				9,400	*		Agric Dept	SuMA
Conduct market survey to determine market prices of farm produce	Municipality-wide	*	*	*	*	3,000	1,000				*		Agric Dept	SuMA
Undertake quarterly Monitoring of the Implementation of field activities	Municipality-wide	*	*	*	*	3,500				7,500	*		Agric Dept	SuMA
Facilitating Planting for Exports and Rural Development (PERD)	Municipality-wide	*	*	*	*		2,500				*		Agric Dept	SuMA

Increase knowledge of 20 palm fruit processing women in value addition	Municipality-wide	*	*			3,000				500	*		Agric Dept	SuMA
Conduct training session for 30 women in alternative livelihood	Municipality-wide	*		*		2,500				2,500	*		Agric Dept	SuMA
Conduct training for 40 women extension volunteers and animators on crop disease and pest identification and control	Municipality-wide	*		*		1,000				3,000	*		Agric Dept	SuMA
Identify and resource 40 farmers living with disability in income generating activities	Municipality-wide	*				1,000				3,000	*		Agric Dept	SuMA
Strengthen women groups towards the development of commodity satellite market	Municipality-wide	*	*							3,000	*		Agric Dept	SuMA
Enhance skills and knowledge of staff on System of Rice Intensification (SRI) technologies	Municipality-wide		*	*		2,000				2,000	*		Agric Dept	SuMA
Facilitate staff performance through workshops, trainings, technical review meetings and capacity building	Municipality-wide	*		*		2,000				3,000	*		Agric Dept	SuMA

Procure Personal Protective Equipment (PPEs) for protection against Covid-19	Municipality-wide	*		*		2,000				1,000	*		Agric Dept	SuMA
Train staff on Technical Education for Modernizing Agriculture in Ghana (TEDMAG)	Municipality-wide	*	*	*	*					3,000	*		Agric Dept	SuMA
Facilitate & Establish Groups and FBOs. Create and maintain a database on Existing Groups & FBOs	Municipality-wide	*	*	*	*	1,000	500			1,000	*		Agric Dept	SuMA
Train30 livestock farmers on emergency preparedness on emerging diseases	Municipality-wide			*		1,000	500			1,000	*		Agric Dept	SuMA
Municipal Planning Coordinating Unit track the implementation of planned activities	Municipality-wide	*	*	*	*	4,000	1,000			3,000	*		Agric Dept	SuMA
Conduct demonstration on cereals, vegetable	Municipality-wide	*	*	*	*	3,000	2,000			5,000	*		Agric Dept	SuMA
Organize field days	Municipality-wide	*	*	*	*	2,000	2,000			6,000	*		Agric Dept	SuMA
Promote the establishment of backyard vegetables garden in Operational Areas	Municipality-wide	*	*	*	*	1,000				3,500	*		Agric Dept	SuMA
Undertake Anti rabies vaccination for pets in the Municipality	Municipality-wide	*				2,000	1,000				*		Agric Dept	SuMA

Conduct livestock disease surveillance	Municipality-wide	*	*	*	*	2,000	2,000			5,000	*		Agric Dept	SuMA
Promote climate smart agriculture among farmers	Municipality-wide			*		1,000	1,000				*		Agric Dept	SuMA
Train all Technical Staff (TOT) to train farmers in improved post-harvest handling technologies for vegetables, fruits, cereals and root & tubers	Municipality-wide	*				1,000	1,000				*		Agric Dept	farmers
Procure office equipment for the statistics department	Suhum	*	*						10,000.00		*		MSO	SuMA
Establish municipal statistics working group	Suhum	*				5000					*		MSO	SuMA
Develop and update municipal data hub	Suhum	*	*	*	*				2,500.00		*		MSO	SuMA
Objective: Reduce disaster occurrences by 30% by the end of 2027 Programme: Climate Change and Environmental Sustainability														
Organize public education on disaster prevention and management	Suhum, Akorabo and Nankese Zones	*	*	*	*	1.200.00					*		NADMO	GHS,GES,GNFS, EHU
Reviving and supporting Disaster Volunteer Groups in the municipality	Suhum, Akorabo and Nankese Zones	*	*	*	*	1,200.00					*		NADMO	GNFS EHU MOFA
Hazard Identification and Assessment	Suhum, Akorabo and Nankese Zones	*	*	*	*	780.00					*		NADMO	GNFS EHU SuMA

Organize clean up exercise/ desilting of major drains	Suhum, Akorabo and Nankese Zones	*	*	*	*	5,160.00					*		NADMO	GNFS EHU SuMA ZOOMLION
Capacity and skills training	Suhum	*	*	*	*	9,600.00					*		NADMO	GNFS EHU SuMA ZOOMLION
Organize Tree Planting Exercise	Suhum, Akorabo and Nankese Zones	*	*	*	*	3,600.00					*		NADMO	PPD SuMA
Social Mobilization and employment	Suhum, Akorabo and Nankese Zones	*	*	*	*	3,000.00					*		NADMO	GNFS PPD MOFA
Celebrate IDDR Week	Suhum, Akorabo and Nankese Zones	*	*	*	*	6,000.00					*		NADMO	GNFS,GHS,GES, PPD,MOFA SuMA
Organize Technical committee meetings	Suhum, Akorabo and Nankese Zones	*	*	*	*	5,760.00					*		NADMO	SuMA All member agencies
Objective: Increase access to improved sanitation services by 30% by the end of 2027 Programme: Water, Environmental Health and Sanitation														
Organize monthly clean up exercises and undertake solid waste services	Municipality wide	*	*	*	*				20,000			*	EHU	SuMA
promote the construction of household toilet in	Municipality wide	*	*	*	*		5,000		5,000		*		EHU	SuMA

low-income areas through CLTS														
Prepare DESSAP	Municipality wide	*	*	*	*				20,000		*		EHU	MPCU
Prosecute sanitary offenders and maintain hygiene at the roundabout	Municipality wide	*	*	*	*				20,000			*	EHU	Municipal security
Conduct house to house inspection to ensure proper sanitation	Municipality wide	*	*	*	*				10,000			*	EHU	Municipal security
Organize hygiene education programme	Municipality wide	*	*	*	*				10,000			*	EHU	Municipal security
Conduct inspection, screening and certification of food vendors	Municipality wide	*	*	*	*		5,000		10,000			*	EHU	SuMA NCCE GHS
Conduct school health education on personal hygiene and sanitation for all schools	Municipality wide	*	*	*	*				5,000			*	EHU	SuMA NCCE GHS
Disinfect infected premises and public places	Municipality wide	*	*	*	*		3,000		2,000			*	EHU	SuMA Zoom lion GHS
Objective: Expand infrastructure by 40% by the end of 2027 **Programme:** Transport Infrastructure and Safety Management,														
Maintenance of vehicles	Suhum	*	*	*	*		20,000.00		10,000.00		*		Transport	Procurement/Finance
Construction of market sheds	Koransang	*	*	*	*			400,000.00			*		MWD	Central Administration

Construction of 1No.Police Post	Supreso	*	*	*	*			500,000.00			*		MWD	Central Administration/ Ghana Police
Maintenance of Final Waste Disposal Site	Kwahyia	*	*	*	*		*320,000.00*				*		MWD	Central Administration
Construct 5 No. mechanize boreholes	Selected communities	*	*	*	*		*200,000.00*	*200,000*			*		MWD	Central Administration
Install street light to enhance security	Municipality-wide	*	*	*	*		*50,000.00*				*		MWD	Central Administration
Rehabilitate and reshape feeder roads	Municipality-wide	*	*	*	*		*200,000.00*				*		MWD	Central Administration
Drill 20 No. boreholes	Selected communities	*	*	*	*		*2,300,000.00*	*200,000*			*		MWD	Central Administration
Reshaping of roads	Selected communities	*	*	*	*		200,000					*	DFR	MWD/ Central Administration
Construction of access roads	Municipality wide	*	*	*	*		200,000.00					*	DFR	MWD/ Central Administration
Build Capacity of drivers	Suhum	*	*	*	*					2,000.00		*	Transport	HRD
Objective: improve enforcement of development control and permit acquisition by 50% by the end of 2027 Programme**:** Spatial Development Programme														
Inspection of sites for processing development	Municipal Wide	*	*	*	*				20,280.00			*	TCPD	Central Admin.

applications for permitting														
Holding of monthly Technical-Sub Planning Committee meetings.	Suhum	*	*	*	*				20,400.00			*	TCPD	Central Admin.
Holding of monthly Spatial Planning Committee meetings.	Suhum	*	*	*	*				30,912.00			*	TCPD	Central Admin.
Objective: increase enrolment by 20% by the end of 2027 Programme: Education Improvement Programme:														
Sensitize 50 School Communities on the need for parents to send their girl child to school	Selected	*				10,000.00						*	Girl Child Co Coordinator	SuMA
Construct 2 No. 2 unit classroom block for KG	Fianko2, Abomina Nkatekwan			*	*	5,500,000.00						*	GES	SuMA
Construct 1 No. 6 unit classroom block for KG	Amenshia			*	*	2,000,000						*	GES	SuMA
Sensitize 200 parents in 10 deprived school communities on the need to provide basic school needs for their wards.	Selected communities	*	*	*	*	4,600.00						*	Girl Child Co-coordinator	SuMA
Organize a day's workshop for 200 Early Childhood facilitators on the use of the Assessment tools	All Public KG facilitators				*	8,650.00						*	Early Childhood Coordinator	DD Supervision

Organize A-3 day INSET for 80 Guidance and Counseling teachers in primary and JHS Schools	Latter Day Saints Premises, Okorase			*		9,500.00						*	G & C Coordinator	DD Supervision
Sensitize 30 communities on the need for parents to send their pregnant school girls to school after delivery.	30 school communities	*	*	*	*	5,900.00						*	Girl Child Co-coordinator	DD Supervision
Organize A 2- Day workshop for 56 lower Primary School teachers on literacy and numeracy in English and Ghanaian Language.	56 lower Primary schools in the Municipality			*	*	18,722.00						*	Training Officer	DD HRMD
Organize Municipal level quiz for 56 P6 pupils in reading and comprehension at 7 Circuit centers.	56 Primary Schools			*			20,360.00		5,000			*	DD Supervision	Municipal Assembly
Organize end of term examination for both primary and JHS pupils and two series of Mocks for JHS 3 students	All Primary and JHS Schools			*	*				3,630.00		*		Examination Officer	Municipal Assembly
Organize in-service training for 50 Technical/Vocational teachers in JHS on teaching methodologies.	All JHS in the Municipality		*			2,117.00						*	TVET Co-coordinator	DD Supervision

Training of 108 ICT Teachers and their Heads	Suhum Latter Day			*	*					11,087.00	*		ICT Co-coordinator	Training Officer
Organize A- Day orientation course for 65 newly trained teachers.	Suhum Central Pentecost Church	*				5,000.00					*		Training Officer	DD HRMD
Monitoring of teachers output of work in 90 Basic schools using 7 working days per term.	90 Basic Schools	*	*	*	*	11,852.00						*	SISOs	DD Supervision
Comprehensive visit by Circuit Supervisors to 45 schools.	45 Basic Schools	*	*	*	*	5,500.00						*	SISOs	DD Supervision
Organize A -3 Day training workshop for 150 SMC/PTA Executive members on their roles and responsibilities.	Suhum Ayekotse Freeman Methodist Chapel				*		5,100.00				*		Basic School Co-coordinator	Municipal Assembly
Dissemination of information on SPIP to parents at PTA meetings	All basic schools	*	*	*	*	3,200.00					*		DD Supervision	SISOs
Disability play of approved SPIP on the school notice board	Municipality wide	*	*	*	*	3500.00					*		Heads of basic schools	DD Supervision
Organize a 2-day non-residential training for 80 teachers in special education	Suhum Methodist Chapel			*		18,800.00					*		SPED - Co ord.	DD HRMD
Data collection on pupils with disability in 80 basic schools in the Municipality	80 Basic Schools				*	3,000.00					*		SPED – Co ord.	Ghana Health Services

Screening for specific disability in 20 selected schools.	20 Selected schools	*				4,500.00					*		SPED – Co-ord.	Ghana Health Services
Organize in-service training for 4 officers on 0monitoring, evaluation and effective management skills.	Municipal Assembly Conference room			*	*					2,700.00	*		Planning	DD Supervision
Support 20 non-teaching staff with logistics to make their work easy.	Municipal Education Office			*		3,000.00					*		F&A Officer	Supply Officer
Refresher course for 80 head teachers on the preparation and use of the Capitation Grant and proper account keeping by account and audit staff.	6 Circuit centers	*				5,000.00						*	Auditor	Accountant
Organize Municipal level STMIE fair for 100 pupils	Suhum			*			35,000.00					*	GES	SuMA
A 3-Day training workshop for 90 basic school heads on Management , Evaluation and Accountability using 5 resource persons	Church of Pentecost-Suhum Central				*	4,800.00					*		Planning	A & F
Collection of data on staffing and enrolment by 5 EMIS staff and 7 Circuit SISOs in all schools in the Municipality.	Basic Schools (Public and private)	*		*		7,500.00						*	Planning	Supervision Unit

Monitoring visits by Municipal Director of Education (MDE) in 35 selected schools	40 selected schools	*	*	*	*	7,000.00						*	MDE	DD Supervision
Conduct School Performance Appraisal Meetings (SPAM)	SuMA			*			10,000.00				*		SISOs	DD Supervision
Provision of Furniture for schools	Selected schools	*			*		2,800,000				*		Planning Unit.	SuMA
Expansion of the school feeding program to 6 rural school communities	Selected schools	*				8000.00						*	Planning Unit.	SuMA
Rehabilitation of 2 No. School Block	Jato and Kwahyia	*	*	*	*		300,000.00				*		Planning Unit.	SuMA
Construction of 2No. 3-Unit Classroom Blocks with ancillary facilities	Jerusalem, Santramor No. 1	*	*	*	*		4,500,000.00					*	MWD	GES
Organize quarterly MEOC meetings and reviews	SuMA	*	*	*	*		8,500					*	GES	SuMA
Objective: improve by 20% access to quality health care by the end of 2027 Programme: Health Improvement														
Organize monthly outreach services for routine immunizations and other child welfare services	Communities	*	*	*	*				2,920.00			*	MHD	SuMA
Organize quarterly EPI Mop up	Communities	*	*	*	*				3,250.00			*	MHD	SuMA
Provide protective gadgets for all vaccine refrigerators and ice pack freezers	Health Facilities		*			1,680.00						*	MHD	SuMA

Collect and distribute vaccines and other EPI logistics to facilities	Koforidua/ Health Facilities	*	*	*	*	2,440.00						*	MHD	SuMA
Conduct case management training on malaria for 45 service providers	MHD	*	*	*	*	4,800.00				17,900.00		*	MHD	SuMA
Conduct OTSS in 39 health facilities within the municipality	MHD		*						5,200.00	18,560.00		*	MHD	SuMA
Organize monthly TB screening in all health facilities in the Municipality	Health Facilities	*	*	*	*				13,720.00			*	MHD	SuMA
Organize TB quarterly review meetings	Health Facilities	*	*	*	*				14,360.00			*	MHD	SuMA
Conduct quarterly monitoring/supervision of DOTS facilities	Health Facilities	*	*	*	*				6,816.00			*	MHD	SuMA
Construct 1 No. CHPS Compound	Main Market	*	*	*	*		2,000,000				*		MHD	SuMA
Organize integrated disease surveillance and response training on priority diseases including COVID-19 for health workers in all facilities including private facilities	Health Facilities	*			*		10,900.00				*		SuMA	MHD
Objective: improve by 40% support to vulnerable group and PWDs by the end of 2027 Programme: Vulnerability, Social and Child Protection														
Mediate fifty (100) family welfare cases	Suhum	*	*	*	*	9000						*	DSW&CD	SuMA
Prepare and submit social enquiry reports	Suhum	*	*	*	*	2000						*	DSW&CD	SuMA

to the juvenile and family tribunal court														
Facilitate the payment of LEAP to 398 beneficiaries bi-monthly	Municipality wide	*	*	*	*	10,000				1000		*	DSW& CD	MGCSP
Follow up visits to 20 reunified children in RHCs	Municipality wide	*	*	*	*	10,000				2000		*	DSW& CD	SuMA
Monitor and supervise 60 Day care centers and train 30 attendants	Municipality wide	*	*	*	*	30,000						*	DSW& CD	SuMA
Undertake public and social education in 25 communities and schools	Municipality wide	*	*	*	*	20,000						*	DSW& CD	SuMA
Supervision of 3 residential homes every quarter	Municipality wide	*	*	*	*	10,000						*	DSW& CD	SuMA
Render support to vulnerable groups and generic services to 40 patients	Municipality wide	*	*	*	*	5000						*	DSW& CD	SuMA
Registration and renewal of NHIS vulnerable persons (aged, PWDs etc.)S for 600	Municipality wide	*	*	*	*		5000					*	DSW& CD	SuMA
Identification and registration of 60 persons with Disability (PWDs)	Municipality wide	*	*	*	*		3000					*	DSW& CD	SuMA
Monitoring and supervision of Organizations of	Municipality wide	*	*	*	*		2000					*	DSW& CD	SuMA

persons with disability (OPWDs)														
Train, educate and sensitized potential Foster Parents (10)	Suhum	*	*	*	*		3000					*	DSW& CD	SuMA
Disburse income generating items to 90 PWDs	Suhum	*	*	*	*		4000					*	DSW& CD	SuMA
Update municipal disability album on PWDs	Suhum	*	*	*	*		3000					*	DSW& CD	SuMA
Mass education: identification and sensitization of focus groups on child protection in 30 communities	Municipality wide	*	*	*	*	8,000						*	DSW& CD	SuMA
Extension services: roll out agency activities in selected 30 communities	Municipality wide	*	*	*	*					9000		*	DSW& CD	SuMA
TOTAL						**4,098,061.00**	**26,740,209.00**	**1,340,000.00**	**2,925,988.00**	**129,887.00**				

Source MPCU, 2025.

Table 6.3 Annual Action Plan for 2028

Projects/Programmes	Location	Time frame Quarterly				Cost					Programme status		Implementing Institutions/Departments	
		Q1	Q2	Q3	Q4	GoG	DACF	DACF-RFG	IGF	Donor	New	On-going	Lead	Collar.
Objective: To improve IGF by 40% by the end of 2028 Programme: Financial management														
Training revenue collectors	Suhum	*	*	*	*		9000		50,000.00			*	Finance	Central Administration
Purchase value books (Specialized Stock)	Accra	*	*	*	*	-			50,000.00			*	Finance	Central Administration
Training on New Production methods	Suhum	*	*	*	*				10,000.00			*	Finance	Central Administration
Provide funds for Internal management of organization	Suhum	*	*	*	*				400,000.00			*	Finance	Central Administration
Objective: Improve citizens participation in local governance by 30% by the end of 2028 Programme: Governance, Accountability and Public Safety Improvement														
Security operations	Municipality wide	*	*	*	*				40,000.00			*	Central Administration	MUSEC
Provide for Internal audit operations	Suhum	*	*	*	*				10,000.00			*	Audit Unit	SuMA
Decentralization implementation	Suhum	*	*	*	*		100,000		90,000.00			*	Central Administration	TAs, Zonal Councils
Office supplies and consumables	Suhum	*	*	*	*		200,000.00		100,000.00			*	Central Administration	Procurement
Organize meetings of entity tender	Suhum	*	*	*	*				210,000.00			*	Central Administration	PO, Security

committees, MUSEC and PRCC														
Monitoring of projects and programme	Municipality wide	*	*	*	*		100,000.00		60,000.00			*	Central Adm.	MPCU
Prepare 2029 composite AAP and Budget	Suhum	*	*	*	*		100,000.00		20000			*	Central Adm.	MPCU
Organize and service statutory meetings	Suhum	*	*	*	*		50,000.00		40,000.00			*	Central Adm.	MPCU
Personnel and staff management	Municipality wide	*	*	*	*			50,000.00	20,000.00			*	Central Adm.	HR
Human resource training and development	Suhum	*	*	*	*		30,000.00		30,000.00			*	Central Adm.	HR
Acquisition of movable and immovable assets	Suhum	*	*	*	*		200,000.00		50,000.00			*	Central Adm.	MPCU
Strengthen collaboration between GWCL for improved service delivery	Suhum	*	*	*	*		10,000.00		50,000.00			*	Central Adm.	GWCL
Strengthen collaboration between ECG for improved service delivery	Suhum	*	*	*	*		8,000.00		50,000.00			*	Central Adm.	ECG
Support to sub-structures	Suhum	*	*	*	*		60,000.00		50,000.00			*	Central Adm.	3 Zonal Councils
Maintenance, rehabilitation office and residential buildings	Suhum	*	*	*	*		300,000.00		50,000.00			*	Central Adm.	MWD
Information, Education and Communication	Suhum	*	*	*	*				20,000.00			*	Central Adm.	MIS

Dissemination of policies/programmes	Municipality wide	*	*	*	*		20,000.00		15,000.00			*	Central Adm.	MPCU
Objective: improve job creation by 20% by the end of 2028 Programme: Local Economic Development														
Support final year apprentices to write NVTI Exams	Suhum		*	*		30,000.00						*	GEA	Trade Associations
Provide Business Counselling/Follow up Services	Akorabo and Nankese	*	*	*	*	7000						*	GEA	Central Administration
Leadership training for Garages and Wag members	Suhum		*	*		500						*	GEA	Trade Associations
Support Clients to access Enterprise development fund	Municipality wide	*	*	*	*	700,000.00						*	GEA	REP/PFI
Train existing clients in Bar Cake and Soap production	Suhum			*	*	8,400.00						*	GEA	Trade Associations
Train cassava processors in OSHEM	Abenabo		*	*		5000						*	GEA	REP
Support MSMEs to formalized their Businesses	Municipality wide	*	*	*	*	6,000.00						*	GEA	RGD
Train one business in Kaizen implementation	Suhum	*				5,500.00					*		GEA	Blue wale co. ltd
Train clients in marketing and customer relations	Suhum			*		4,000.00							GEA	Central Administration
Organize business forum	Suhum	*	*	*	*	25,000.00					*		Central Administration	Technology Solutions Center
Objective: To improve agriculture productivity by 40% by the end of 2028														

Programme: Agriculture Modernization and Post Harvest Management														
Provide Extension services to 23,000 farmers through the conduct of home and farm visits	Municipality-wide	*	*	*	*					50,000		*	Agric. Dept	SuMA
Conduct Research Extension Farmer Linkage (RELC) committee meeting	Municipality-wide	*	*	*	*					5,000		*	Agric Dept	SuMA
Arrange for the maintenance of official vehicle	Municipality-wide	*	*	*	*					10,000		*	Agric Dept	SuMA
Arrange for the maintenance of office computers, accessories other equipment	Municipality-wide	*	*	*	*					5,500		*	Agric Dept	SuMA
Provide insurance cover for pick-up vehicle	Municipality-wide	*	*	*	*					9,200		*	Agric Dept	SuMA
Pay for utility bills, call credit and data	Municipality-wide	*	*	*	*	4,000	1,000			6,000		*	Agric Dept	SuMA
Procure stationeries	Municipality-wide	*	*	*	*	2,000				9,000		*	Agric Dept	SuMA
Conduct Agricultural Production and Yield study	Municipality-wide	*	*	*	*	700				10,400		*	Agric Dept	SuMA
Conduct market survey to determine market prices of farm produce	Municipality-wide	*	*	*	*	5,000	4,000					*	Agric Dept	SuMA
Undertake quarterly Monitoring of the Implementation of field activities	Municipality-wide	*	*	*	*	5,500				8,500		*	Agric Dept	SuMA

Facilitating Planting for Exports and Rural Development (PERD)	Municipality-wide	*	*	*	*		4,500					*	Agric Dept	SuMA
Increase knowledge of 20 palm fruit processing women in value addition	Municipality-wide	*	*			5,000				1500		*	Agric Dept	SuMA
Conduct training session for 30 women in alternative livelihood	Municipality-wide	*		*		4,500				4,500		*	Agric Dept	SuMA
Conduct training for 40 women extension volunteers and animators on crop disease and pest identification and control	Municipality-wide	*		*		5,000				5,000		*	Agric Dept	SuMA
Identify and resource 40 farmers living with disability in income generating activities	Municipality-wide	*				2,000				5,000		*	Agric Dept	SuMA
Strengthen women groups towards the development of commodity satellite market	Municipality-wide	*	*							5,000		*	Agric Dept	SuMA
Enhance skills and knowledge of staff on System of Rice Intensification (SRI) technologies	Municipality-wide		*	*		3,000				4,000		*	Agric Dept	SuMA
Facilitate staff performance through workshops, trainings, technical review	Municipality-wide	*		*		3,000		-		5,000		*	Agric Dept	SuMA

meetings and capacity building														
Procure Personal Protective Equipment (PPEs) for protection against Covid-19	Municipality-wide	*		*		4,000				3,000		*	Agric Dept	SuMA
Train staff on Technical Education for Modernizing Agriculture in Ghana (TEDMAG)	Municipality-wide	*		*						3,000		*	Agric Dept	SuMA
Facilitate & Establish Groups and FBOs. Create and maintain a database on Existing Groups & FBOs	Municipality-wide	*		*		2,000	600			2,000		*	Agric Dept	SuMA
Train livestock farmers on emergency preparedness on emerging diseases	Municipality-wide			*		3,000	600			2,000		*	Agric Dept	SuMA
Municipal Planning Coordinating Unit track the implementation of planned activities	Municipality-wide	*	*	*	*	5,000	2,000			4,000		*	Agric Dept	SuMA
Conduct demonstration on cereals, vegetable	Municipality-wide	*	*	*	*	4,000	3,000			6,000		*	Agric Dept	SuMA
Organize field days	Municipality-wide	*	*	*	*	3,000	3,000			7,000		*	Agric Dept	SuMA
Promote the establishment of backyard vegetables garden in Operational Areas	Municipality-wide	*	*	*	*	2,000				4,500		*	Agric Dept	SuMA

Undertake Anti rabies vaccination for pets in the Municipality	Municipality-wide	*				3,000	2,000					*	Agric Dept	SuMA
Conduct livestock disease surveillance	Municipality-wide	*	*	*	*	3,000	3,000			6,000		*	Agric Dept	SuMA
Promote climate smart agriculture among farmers	Municipality-wide			*		2,000	2,000					*	Agric Dept	SuMA
Train all Technical Staff (TOT) to train farmers in improved post-harvest handling technologies for vegetables, fruits, cereals and root & tubers	Municipality-wide	*				2,000	2,000					*	Agric Dept	farmers
Objective: Reduce disaster occurrences by 50% by the end of 2028 Programme: Climate Change and Environmental Sustainability														
Organize public education on disaster prevention and management	Suhum, Akorabo and Nankese Zones	*	*	*	*	2,200.00						*	NADMO	GHS,GES,GNFS, EHU
Hazard Identification and Assessment	Suhum, Akorabo and Nankese Zones	*	*	*	*	980.00						*	NADMO	GNFS EHU SuMA
Organize clean up exercise/ desilting of major drains	Suhum, Akorabo and Nankese Zones	*	*	*	*	6,160.00						*	NADMO	GNFS EHU SuMA ZOOMLION
Capacity and skills training	Suhum	*	*	*	*	10,600.00						*	NADMO	GNFS EHU SuMA ZOOMLION

Organize Tree Planting Exercise	Suhum, Akorabo and Nankese Zones	*	*	*	*	10,600.00						*	NADMO	PPD SuMA
Social Mobilization and employment	Suhum, Akorabo and Nankese Zones	*	*	*	*	20,000.00						*	NADMO	GNFS PPD MOFA
Celebrate IDDR Week	Suhum, Akorabo and Nankese Zones	*	*	*	*	20,000.00						*	NADMO	GNFS,GHS,GES, PPD,MOFA SuMA
Organize Technical committee meetings	Suhum, Akorabo and Nankese Zones	*	*	*	*	30,760.00						*	NADMO	SuMA All member agencies
Objective: Increase access to improved sanitation by 50% by the end of 2028 Programme: Water, Environmental Health and Sanitation														
Organize monthly clean up exercises and undertake solid waste services	Municipality wide	*	*	*	*		400,000		22,000			*	EHU	SuMA
promote the construction of household toilet in low-income areas through CLTS	Municipality wide	*	*	*	*		10,000		7,000			*	EHU	SuMA
Prosecute sanitary offenders and maintain hygiene at the roundabout	Municipality wide	*	*	*	*				20,000			*	EHU	Municipal security
Conduct house to house inspection to ensure proper sanitation	Municipality wide	*	*	*	*				20,000			*	EHU	Municipal security

Organize hygiene education programme	Municipality wide	*	*	*	*				12,000			*	EHU	Municipal security
Conduct inspection, screening and certification of food vendors	Municipality wide	*	*	*	*		85,000		31,000			*	EHU	SuMA NCCE GHS
Conduct school health education on personal hygiene and sanitation for all schools	Municipality wide	*	*	*	*				8,000			*	EHU	SuMA NCCE GHS
Disinfected premises and public places	Municipality wide	*	*	*	*		200,000		23,000			*	EHU	SuMA Zoom lion GHS
Objective: Expand infrastructure by 40% by the end of 2028 **Programme:** Transport Infrastructure and Safety Management														
Maintenance of vehicles	Suhum	*	*	*	*		200,000.00			50,000.00		*	Transport	Procurement/Finance
Construct 1No. 20-Seater Water Closets and Mechanized Borehole	Highways	*	*	*	*		400,000.00				*		MWD	Central Administration
Construct 1No. 20-Seater Water Closets and Mechanized Borehole	Nankese Poultry Farm/Ayim-Aboagye J.H.S	*	*	*	*		400,000.00				*		MWD	Central Administration/ Dept of Education
Maintenance of Final Waste Disposal Site	Kwahyia	*	*	*	*		*800,000.00*					*	MWD	Central Administration

Construct 3No. mechanize boreholes	Ayisikrom, Addo Nkwanta	*	*	*	*		*300,000.00*				*		MWD	Central Administration
Install street light to enhance security	Municipality-wide	*	*	*	*		*200,000.00*				*		MWD	Central Administration
Rehabilitate and reshape feeder roads	Municipality-wide	*	*	*	*		*1,000,000,000.00*				*		MWD	Central Administration
Drill 5 No. boreholes	Kwahyia ,Jato, Lenya, Betease Owawase	*	*	*	*		*500,000.00*				*		MWD	Central Administration
Reshaping of roads	Municipality wide	*	*	*	*	100,000.					*		DFR	MWD/ Central Administration
Construction of access roads	Municipality wide	*	*	*	*	900,000.00					*		DFR	MWD/ Central Administration
Enforce traffic regulations	Suhum	*	*	*	*					10,000.00		*	Transport	police
Construct speed limit induction	Suhum	*	*	*	*					100,000.00	*		Transport	police
Build Capacity of drivers	Suhum	*	*	*	*					9,000.00	*		Transport	HRD
Objective: improve enforcement of development control and permit acquisition by 40% by the end of 2028 Programme**:** Spatial Development Programme														
Inspection of sites for processing development applications for permitting	Municipal Wide	*	*	*	*				30,280.00			*	TCPD	Central Admin.

Holding of monthly Technical-Sub Planning Committee meetings.	SUMA	*	*	*	*				25,400.00			*	TCPD	Central Admin.
Holding of monthly Spatial Planning Committee meetings.	SUMA	*	*	*	*				40,912.00			*	TCPD	Central Admin.
Objective: increase enrolment by 40% by the end of 2028 Programme: Education Improvement Programme														
Sensitize 80 School Communities on the need for parents to send their girl child to school	Selected	*				20,000.00						*	Girl Child Co Coordinator	SuMA
Construct 3 No. 2 unit classroom block for KG	Ampedwae, Bebianeha, Abrodiem			*	*		2,000,000.00	1,500,000.00			*		Municipal Assembly	SuMA
Sensitize 200 parents in 10 deprived school communities on the need to provide basic school needs for their wards.	Selected communities	*	*	*	*	3,600.00						*	Girl Child Co-coordinator	SuMA
Organize a day's workshop for150 Early Childhood facilitators on the use of the Assessment tools	All Public KG facilitators				*	10,650.00					*		Early Childhood Coordinator	DD Supervision
Organize A-3 day INSET for 90 Guidance and Counseling teachers in primary and JHS Schools	Latter Day Saints Premises, Okorase			*		15,500.00						*	G & C Coordinator	DD Supervision

Sensitize 40 communities on the need for parents to send their pregnant school girls to school after delivery.	20 school communities	*	*	*	*	15,900.00						*	Girl Child Co-coordinator	DD Supervision
Organize A 2- Day workshop for 90 lower Primary School teachers on literacy and numeracy in English and Ghanaian Language.	75 lower Primary schools in the Municipality			*	*	20,722.00						*	Training Officer	DD HRMD
Organize Municipal level quiz for 150 P6 pupils in reading and comprehension at 7 Circuit centers.	75 Primary Schools			*			30,360.00					*	DD Supervision	Municipal Assembly
Organize end of term examination for both primary and JHS pupils and two series of Mocks for JHS 3 students	All Primary and JHS Schools			*	*			40,630.00			*		Examination Officer	Municipal Assembly
Organize in-service training for 80 Technical/Vocational teachers in JHS on teaching methodologies.	All JHS in the Municipality		*					10,117.00				*	TVET Co-coordinator	DD Supervision
Training of 208 ICT Teachers and their Heads	Suhum Latter Day			*	*					20,087.00	*		ICT Co-coordinator	Training Officer

Organize A- Day orientation course for 80 newly trained teachers.	Suhum Central Pentecost Church	*				10,000.00					*		Training Officer	DD HRMD
Monitoring of teachers output of work in 90 Basic schools using 7 working days per term.	80 Basic Schools	*	*	*	*	15,852.02000						*	SISOs	DD Supervision
Comprehensive visit by Circuit Supervisors to 45 schools.	45 Basic Schools	*	*	*	*	10,500.00						*	SISOs	DD Supervision
Organize A -3 Day training workshop for 150 SMC/PTA Executive members on their roles and responsibilities.	Suhum Ayekotse Freeman Methodist Chapel				*		18,100.00				*		Basic School Co-coordinator	Municipal Assembly
Dissemination of information on SPIP to parents at PTA meetings	All basic schools	*	*	*	*	18,200.00					*		DD Supervision	SISOs
Display of approved SPIP on the school notice board	Municipality wide	*	*	*	*	9,500.00					*		Heads of basic schools	DD Supervision
Organize A-2-day non- residential training for 80 teachers in special education	Suhum Methodist Chapel			*		15,800.00					*		SPED - Co ord.	DD HRMD
Data collection on pupils with disability in 90 basic schools in the Municipality	90 Basic Schools				*					5,000.00	*		SPED – Co ord.	Ghana Health Services

Screening for specific disability in 30 selected schools.	30 Selected schools	*								6,500.00	*		SPED – Co-ord.	Ghana Health Services
Organize in-service training for 50 officers on monitoring, evaluation and effective management skills.	Municipal Assembly Conference room			*	*					4,700.00	*		Planning	DD Supervision
Support 10 non-teaching staff with logistics to make their work easy.	Municipal Education Office			*		4,000.00					*		F&A Officer	Supply Officer
Refresher course for 100 head teachers on the preparation and use of the Capitation Grant and proper account keeping by account and audit staff.	8 Circuit centers	*				8,000.00						*	Auditor	Accountant
Organize Municipal level STMIE fair for 200 pupils	Suhum			*			35,000.00					*	GES	SuMA
A 3-Day training workshop for 100 basic school heads on Management , Evaluation and Accountability using 5 resource persons	Church of Pentecost-Suhum Central				*	6,800.00					*		Planning	A & F
Collection of data on staffing and enrolment by 5 EMIS staff and 7 Circuit	Basic Schools (Public and private)	*		*		10,500.00						*	Planning	Supervision Unit

SISOs in all schools in the Municipality.														
Monitoring visits by Municipal Director of Education (MDE) in 40 selected schools	35 selected schools	*	*	*	*	20,000.00						*	MDE	DD Supervision
Conduct School Performance Appraisal Meetings (SPAM)	SuMA			*			30,000.00				*		SISOs	DD Supervision
Provision of Furniture for schools	Selected schools	*			*		4,000,000				*		Planning Unit.	SuMA
Renovate 5No. school Blocks	Selected schools	*	*	*	*				3,000,000				Planning Unit.	SuMA
Expansion of the school feeding program to 6 rural school communities	Selected schools	*				80,000.00						*	Planning Unit.	SuMA
Construction of 2 No.KG Blocks	Dr. Mabel, Ateibu	*	*	*	*		5,00,00,000.00				*		GES	SuMA
Construction of 2No. 6-Unit Classroom Block with ancillary facilities	Vocational School Community, Mememhweso	*	*	*	*		10,0000,000.00					*	GES	SuMA
Organize quarterly MEOC meetings and reviews	SuMA	*	*	*	*		10,500					*	GES	SuMA
Objective: improve by 40% access to quality health care by the end of 2028 Programme: Health Improvement														
Organize monthly outreach services for routine immunizations and	Municipality wide	*	*	*	*		30,920.00					*	MHD	SuMA

other child welfare services														
Organize quarterly EPI Mop up	Municipality wide	*	*	*	*				20,250.00			*	MHD	SuMA
Conduct case management training on malaria for 45 service providers	MHD	*	*	*	*				10,800.00		20,900.00	*	MHD	SuMA
Conduct OTSS in 39 health facilities within the municipality	MHD		*						10,200.00		20,560.00	*	MHD	SuMA
Organize monthly TB screening in all health facilities in the Municipality	Health Facilities	*	*	*	*				30,720.00			*	MHD	SuMA
Organize TB quarterly review meetings	Health Facilities	*	*	*	*				18,360.00			*	MHD	SuMA
Conduct quarterly monitoring/supervision of DOTS facilities	Health Facilities	*	*	*	*				9,816.00			*	MHD	SuMA
Organize integrated disease surveillance and response training on priority diseases	Health Facilities	*			*		20,900.00					*	SuMA	MHD
Construct 2 No. CHPS	Kwao Nartey, Abrodiem	*	*	*	*		4,000,000.00				*		SuMA	MHD
Objective: improve by 40% support to vulnerable group and PWDs by the end of 2028 Programme: Vulnerability, Social and Child Protection														
Mediate fifty (40) family welfare cases	Suhum	*	*	*	*	10,000						*	DSW&CD	SuMA
Prepare and submit social enquiry reports	Suhum	*	*	*	*	20,000						*	DSW&CD	SuMA

to the juvenile and family tribunal court														
Facilitate the payment of LEAP beneficiaries bi-monthly	Municipality wide	*	*	*	*	10,000				1000		*	DSW& CD	MGCSP
Follow up visits to 20 reunified children in RHCs	Municipality wide	*	*	*	*	15,000				1000		*	DSW& CD	SuMA
Monitor and supervise 60 Day care centers and train 30 attendants	Municipality wide	*	*	*	*	10000						*	DSW& CD	SuMA
Undertake public and social education in 30 communities and schools	Municipality wide	*	*	*	*	10000						*	DSW& CD	SuMA
Supervision of 2 residential homes every quarter	Municipality wide	*	*	*	*	10000						*	DSW& CD	SuMA
Render support to vulnerable groups and generic services to 30 patients	Municipality wide	*	*	*	*	10000						*	DSW& CD	SuMA
Registration and renewal of NHIS vulnerable persons (aged, PWDs etc.)S for 589	Municipality wide	*	*	*	*		20,000					*	DSW& CD	SuMA
Identification and registration of 40 persons with Disability (PWDs)	Municipality wide	*	*	*	*		30,000					*	DSW& CD	SuMA
Monitoring and supervision of Organizations of	Municipality wide	*	*	*	*		20,000					*	DSW& CD	SuMA

persons with disability (OPWDs)														
Train, educate and sensitized potential Foster Parents (5)	Suhum	*	*	*	*		10,000					*	DSW& CD	SuMA
Disburse income generating items to 78 PWDs	Suhum	*	*	*	*		8000					*	DSW& CD	SuMA
Mass education: identification and sensitization of focus groups on child protection in 15 communities	Municipality wide	*	*	*	*	20000						*	DSW& CD	SuMA
Extension services: roll out agency activities in selected 20 communities	Municipality wide	*	*	*	*					9000		*	DSW& CD	SuMA
TOTAL						**2,364,324.00**	**43,629,016**	**1,600,747**	**4,754,738.00**	**397,387.00**				

Source MPCU, 2025.

TABLE 6.4 ANNUAL ACTION PLAN FOR 2029

Objective: To improve IGF by 50% by the end of 2029 Programme: Financial management														
Projects/programmes	**Location**	**Time frame Quarterly**				**Cost**					**Programme status**		**Implementing Institutions/Departments**	
		Q1	**Q2**	**Q3**	**Q4**	**GoG**	**DACF**	**DACF-RFG**	**IGF**	**Donor**	**New**	**On-going**	**Lead**	**Collab.**
Organize training workshops for revenue collectors	Suhum	*	*	*	*				13,000.00		*		Finance	Central Administration
Purchase value books (Specialized Stock)	Accra	*	*	*	*				150,000.00		*		Finance	Central Administration
Training on New Production methods	Suhum	*	*	*	*				6,000.00		*		Finance	Central Administration
Objective: Improve citizens participation in local governance by 50% by the end of 2029 Programme: Governance, Accountability and Public Safety Improvement														
Provide funds for Internal management of organization	Suhum	*	*	*	*				200,000.00			*	Finance	Central Administration
Security operations	Suhum	*	*	*	*				50,000.00			*	Central Administration	MUSEC
Provide for Internal audit operations	Suhum	*	*	*	*				36,000.00			*	Audit Unit	SuMA
Decentralization implementation	Suhum	*	*	*	*				100,000.00			*	Central Administration	TAs, Zonal Councils
Office supplies and consumables	Suhum	*	*	*	*		80,000.00		420,000.00			*	Central Administration	Procurement
Organize meetings of entity tender	Suhum	*	*	*	*				30,000.00			*	Central Administration	PO, Security

committees, MUSEC and PRCC														
Monitoring of projects and programme	Municipality wide	*	*	*	*		40,000.00		40,000.00			*	Central Adm.	MPCU
Prepare 2030-2034 MTDP and Budget	Suhum	*	*	*	*		100,000.00		30,000			*	Central Adm.	MPCU
Organize and service statutory meetings	Suhum	*	*	*	*		30,000.00		50,000.00			*	Central Adm.	MPCU
Personnel and staff management	Municipality wide	*	*	*	*		9,000.00		10,000.00			*	Central Adm.	HR
Human resource training and development	Suhum	*	*	*	*		2,000.00		53,000.00			*	Central Adm.	HR
Acquisition of movable and immovable assets	Suhum	*	*	*	*		70,000.00		60,000.00			*	Central Adm.	MPCU
Strengthen collaboration between GWCL for improved service delivery	Suhum	*	*	*	*				2,000.00			*	Central Adm.	GWCL
Strengthen collaboration between ECG for improved service delivery	Suhum	*	*	*	*		2,000.00					*	Central Adm.	ECG
Support to sub-structures	Suhum	*	*	*	*		20,000.00		70,000.00			*	Central Adm.	3 Zonal Councils
Maintenance, rehabilitation office and residential buildings	Suhum	*	*	*	*		80,000.00		60,000.00			*	Central Adm.	MWD
Information, Education and Communication	Suhum	*	*	*	*				100,000.00			*	Central Adm.	MIS
Dissemination of policies/programmes	Municipality wide	*	*	*	*		20,000.00		117,000.00			*	Central Adm.	MPCU

Objective: improve job creation by 50% by the end of 2029 Programme: Local Economic Development														
Support final year apprentices to write NVTI Exams	Suhum		*	*		2,000.00					*		GEA	Trade Associations
Provide Business Counselling/Follow up Services	Akorabo and Nankese	*	*	*	*	8000					*		GEA	Central Administration
Procure machines to promote LED	Municipality wide	*	*	*	*				1,000,000		*		GEA	Central Administration
Leadership training for Garages and Wag members	Suhum		*	*		2,500					*		GEA	Trade Associations
Support Clients to access Enterprise development fund	Municipality wide	*	*	*	*	5,000.00					*		GEA	REP/PFI
Train existing clients in Bar Cake and Soap production	Suhum			*	*	1,400.00					*		GEA	Trade Associations
Train cassava processors in OSHEM	Abenabo		*	*		1000					*		GEA	REP
Support MSMEs to formalized their Businesses	Municipality wide	*	*	*	*	2,000.00					*		GEA	RGD
Train one business in Kaizen implementation	Suhum	*				6,500.00					*		GEA	Blue wale co. ltd
Train clients in marketing and customer relations	Suhum			*		5,000.00						*	GEA	Central Administration
Organize business forum	Suhum	*	*	*	*	10,000.00						*	Central Administration	Technology Solutions Center

Objective: To improve agriculture productivity by 40% by the end of 2029 Programme: Agriculture Modernization and Post Harvest Management														
Provide Extension services to 23,000 farmers through the conduct of home and farm visits	Municipality-wide	*	*	*	*					5,000		*	Agric. Dept	SuMA
Conduct Research Extension Farmer Linkage (RELC) committee meeting	Municipality-wide	*	*	*	*					3,000		*	Agric Dept	SuMA
Arrange for the maintenance of official vehicle	SUHUM	*	*	*	*					15,000		*	Agric Dept	SuMA
Arrange for the maintenance of office computers, accessories other equipment	Suhum	*	*	*	*					6,500		*	Agric Dept	SuMA
Pay for utility bills, call credit and data	Suhum	*	*	*	*	5,000	2,000			7,000		*	Agric Dept	SuMA
Procure stationeries	Suhum	*	*	*	*	3,000				10,000		*	Agric Dept	SuMA
Conduct Agricultural Production and Yield study	Municipality-wide	*	*	*	*	800				11,400		*	Agric Dept	SuMA
Conduct market survey to determine market prices of farm produce	Municipality-wide	*	*	*	*	6,000	5,000					*	Agric Dept	SuMA
Undertake quarterly Monitoring of the Implementation of field activities	Municipality-wide	*	*	*	*	6,500				9,500		*	Agric Dept	SuMA

Facilitating Planting for Exports and Rural Development (PERD)	Municipality-wide	*	*	*	*		5,500					*	Agric Dept	SuMA
Increase knowledge of 20 palm fruit processing women in value addition	Municipality-wide	*	*			6,000				2000		*	Agric Dept	SuMA
Conduct training session for 30 women in alternative livelihood	Municipality-wide	*		*		5,500				5,500	*		Agric Dept	SuMA
Conduct training for 40 women extension volunteers and animators on crop disease and pest identification and control	Municipality-wide	*		*		6,000				6,000	*		Agric Dept	SuMA
Identify and resource 40 farmers living with disability in income generating activities	Municipality-wide	*				3,000				6,000	*		Agric Dept	SuMA
Strengthen women groups towards the development of commodity satellite market	Municipality-wide	*	*							6,000	*		Agric Dept	SuMA
Enhance skills and knowledge of staff on System of Rice Intensification (SRI) technologies	Municipality-wide		*	*		4,000				5,000	*		Agric Dept	SuMA
Facilitate staff performance through workshops, trainings, technical review	Municipality-wide	*		*		4,000		-		6,000	*		Agric Dept	SuMA

meetings and capacity building														
Procure Personal Protective Equipment (PPEs) for protection against Covid-19	Municipality-wide	*		*		5,000				4,000		*	Agric Dept	SuMA
Train staff on Technical Education for Modernizing Agriculture in Ghana (TEDMAG)	Municipality-wide	*		*						4,000		*	Agric Dept	SuMA
Facilitate & Establish Groups and FBOs. Create and maintain a database on Existing Groups & FBOs	Municipality-wide	*		*		3,000	1,600			3,000		*	Agric Dept	SuMA
Train livestock farmers on emergency preparedness on emerging diseases	Municipality-wide			*		4,000	1,600			3,000		*	Agric Dept	SuMA
Conduct demonstration on cereals, vegetable	Municipality-wide	*	*	*	*	5,000	4,000			7,000		*	Agric Dept	SuMA
Organize field days	Municipality-wide	*	*	*	*	4,000	4,000			8,000		*	Agric Dept	SuMA
Promote the establishment of backyard vegetables garden in Operational Areas	Municipality-wide	*	*	*	*	3,000				5,000		*	Agric Dept	SuMA
Undertake Anti rabies vaccination for pets in the Municipality	Municipality-wide	*				4,000	3,000					*	Agric Dept	SuMA
Conduct livestock disease surveillance	Municipality-wide	*	*	*	*	4,000	4,000			7,000		*	Agric Dept	SuMA

Promote climate smart agriculture among farmers	Municipality-wide			*		3,000	3,000					*	Agric Dept	SuMA
Train all Technical Staff (TOT) to train farmers in improved post-harvest handling technologies for vegetables, fruits, cereals and root & tubers	Municipality-wide	*				2,500	3,000					*	Agric Dept	farmers
Establish municipal statistics working group	Suhum	*				6000					*		MSO	SuMA
Develop and update municipal data hub	Suhum	*	*	*	*				3,500.00		*		MSO	SuMA
Objective: Increase access to improved sanitation by 50% by the end of 2029 Programme: Water, Environmental Health and Sanitation														
Organize public education on disaster prevention and management	Suhum, Akorabo and Nankese Zones	*	*	*	*	4,000.00					*		NADMO	GHS,GES,GNFS, EHU
Reviving and supporting Disaster Volunteer Groups in the municipality	Suhum, Akorabo and Nankese Zones	*	*	*	*	3,200.00					*		NADMO	GNFS EHU MOFA
Hazard Identification and Assessment	Suhum, Akorabo and Nankese Zones	*	*	*	*	1800					*		NADMO	GNFS EHU SuMA
Organize clean up exercise/ desilting of major drains	Suhum, Akorabo and Nankese Zones	*	*	*	*	7,160.00					*		NADMO	GNFS EHU SuMA ZOOMLION

Capacity and skills training	Suhum	*	*	*	*	12,600.00					*		NADMO	GNFS EHU SuMA ZOOMLION
Organize Tree Planting Exercise	Suhum, Akorabo and Nankese Zones	*	*	*	*	5,600.00					*		NADMO	PPD SuMA
Social Mobilization and employment	Suhum, Akorabo and Nankese Zones	*	*	*	*	5,000.00					*		NADMO	GNFS PPD MOFA
Celebrate IDDR Week	Suhum, Akorabo and Nankese Zones	*	*	*	*	7,000.00					*		NADMO	GNFS,GHS,GES, PPD,MOFA SuMA
Organize Technical committee meetings	Suhum, Akorabo and Nankese Zones	*	*	*	*	6,760.00					*		NADMO	SuMA All member agencies
Objective: Expand infrastructure by 50% by the end of 2029 **Programme:** Transport Infrastructure and Safety Management,														
Organize monthly clean up exercises and undertake solid waste services	Municipality wide	*	*	*	*				22,000			*	EHU	SuMA
Construct 2No. 20-Seater WC Toilet	Kumfa New life	*	*	*	*				3,000,000		*		EHU	SuMA
promote the construction of household toilet in low-income areas through CLTS	Municipality wide	*	*	*	*		2,000		7,000		*		EHU	SuMA

Prosecute sanitary offenders and maintain hygiene at the roundabout	Municipality wide	*	*	*	*				21,000			*	EHU	Municipal security
Conduct house to house inspection to ensure proper sanitation	Municipality wide	*	*	*	*				11,000			*	EHU	Municipal security
Organize hygiene education programme	Municipality wide	*	*	*	*				12,000			*	EHU	Municipal security
Conduct inspection, screening and certification of food vendors	Municipality wide	*	*	*	*		5,000		11,000			*	EHU	SuMA NCCE GHS
Conduct school health education on personal hygiene and sanitation for all schools	Municipality wide	*	*	*	*				6,000			*	EHU	SuMA NCCE GHS
Disinfect premises and public places	Municipality wide	*	*	*	*		4,000		3,000			*	EHU	SuMA Zoom lion GHS
Objective: improve enforcement of development control and permit acquisition by 50% by the end of 2029 Programme**:** Spatial Development Programme														
Maintenance of vehicles	Suhum	*	*	*	*			100,000.00		20,000.00	*		Transport	Procurement/Finance
Construction of market sheds	Asarekrom Metimanu	*	*	*	*		150,000.00				*		MWD	Central Administration
Construction of 1No.Police Post	Omenako	*	*	*	*			300,000.00			*		MWD	Central Administration/

														Ghana Police
Construct 1No. 20-Seater Water Closets and Mechanized Borehole	Okanta	*	*	*	*		250,000.00				*		MWD	Central Administration/ Dept of Education
Maintenance of Final Waste Disposal Site	Kwahyia	*	*	*	*		*320,000.00*				*		MWD	Central Administration
Construct 15No. mechanize boreholes	Selected communities	*	*	*	*		*3,650,000.00*				*		MWD	Central Administration
Install street light to enhance security	Municipality-wide	*	*	*	*		*200,000.00*				*		MWD	Central Administration
Rehabilitate and reshape feeder roads	Municipality-wide	*	*	*	*		*300,000.00*				*		MWD	Central Administration
Drill 5 No. boreholes	Selected communities	*	*	*	*		*200,000.00*				*		MWD	Central Administration
Reshaping of roads	Municipality wide	*	*	*	*	100,000.					*		DFR	MWD/ Central Administration
Construction of access roads	Municipality wide	*	*	*	*	300,000.00					*		DFR	MWD/ Central Administration

Enforce traffic regulations	Suhum	*	*	*	*					3,000.00	*		Transport	Police
Build Capacity of drivers	Suhum	*	*	*	*					3,000.00	*		Transport	HRD
Objective: increase enrolment by 50% by the end of 2029 Programme: Education Improvement Programme														
Inspection of sites for processing development applications for permitting	Municipal Wide	*	*	*	*				12,280.00			*	TCPD	Central Admin.
Holding of monthly Technical-Sub Planning Committee meetings.	SUMA	*	*	*	*	4,000.00	3,000.00		16,400.00			*	TCPD	Central Admin.
Holding of monthly Spatial Planning Committee meetings.	SUMA	*	*	*	*	3,000.00	20,000.00		3,912.00			*	TCPD	Central Admin.
Planning Education of two (2) without planning schemes	selected Communities	*		*					2,000			*	TCPD	Central Admin.
Objective: improve by 60% access to quality health care by the end of 2029 Programme: Health Improvement														
Sensitize 30 School Communities on the need for parents to send their girl child to school	Selected	*				5,000.00						*	Girl Child Co Coordinator	SuMA
Sensitize 100 parents in 10 deprived school communities on the need to provide basic	Selected communities	*	*	*	*	3,600.00						*	Girl Child Co-	SuMA

school needs for their wards.													coordinator	
Organize a day's workshop for 173 Early Childhood facilitators on the use of the Assessment tools	All Public KG facilitators				*	8,650.00					*		Early Childhood Coordinator	DD Supervision
Organize A-3 day INSET for 90 Guidance and Counseling teachers in primary and JHS Schools	Latter Day Saints Premises, Okorase			*		5,500.00						*	G & C Coordinator	DD Supervision
Sensitize 20 communities on the need for parents to send their pregnant school girls to school after delivery.	20 school communities	*	*	*	*	5,900.00						*	Girl Child Co-coordinator	DD Supervision
Organize A 2- Day workshop for 75 lower Primary School teachers on literacy and numeracy in English and Ghanaian Language.	75 lower Primary schools in the Municipality			*	*	17,722.00						*	Training Officer	DD HRMD
Organize Municipal level quiz for 150 P6 pupils in reading and comprehension at 7 Circuit centers.	75 Primary Schools			*			17,360.00					*	DD Supervision	Municipal Assembly
Organize end of term examination for both primary and JHS pupils and two series	All Primary and JHS Schools			*	*			34,630.00			*		Examination Officer	Municipal Assembly

of Mocks for JHS 3 students														
Organize in-service training for 50 Technical/Vocational teachers in JHS on teaching methodologies.	All JHS in the Municipality		*					5,117.00				*	TVET Co-coordinator	DD Supervision
Training of 108 ICT Teachers and their Heads	Suhum Latter Day			*	*					11,087.00	*		ICT Co-coordinator	Training Officer
Organize A- Day orientation course for 65 newly trained teachers.	Suhum Central Pentecost Church	*				7,000.00					*		Training Officer	DD HRMD
Monitoring of teachers output of work in 90 Basic schools using 7 working days per term.	90 Basic Schools	*	*	*	*	11,852.00						*	SISOs	DD Supervision
Comprehensive visit by Circuit Supervisors to 45 schools.	45 Basic Schools	*	*	*	*	7,500.00						*	SISOs	DD Supervision
Organize A -3 Day training workshop for 150 SMC/PTA Executive members on their roles and responsibilities.	Suhum Ayekotse Freeman Methodist Chapel				*		8,100.00				*		Basic School Co-coordinator	Municipal Assembly
Dissemination of information on SPIP to parents at PTA meetings	All basic schools	*	*	*	*	8,200.00					*		DD Supervision	SISOs

Display of approved SPIP on the school notice board	Municipality wide	*	*	*	*	1,500.00					*		Heads of basic schools	DD Supervision
Organize A-2-day non- residential training for 75 teachers in special education	Suhum Methodist Chapel			*		9,800.00					*		SPED - Co ord.	DD HRMD
Data collection on pupils with disability in 90 basic schools in the Municipality	90 Basic Schools				*					5,000.00	*		SPED – Co ord.	Ghana Health Services
Screening for specific disability in 20 selected schools.	20 Selected schools	*								6,500.00	*		SPED – Co-ord.	Ghana Health Services
Organize in-service training for 28 officers on monitoring, evaluation and effective management skills.	Municipal Assembly Conference room			*	*					4,700.00	*		Planning	DD Supervision
Support 19 non-teaching staff with logistics to make their work easy.	Municipal Education Office			*		4,000.00					*		F&A Officer	Supply Officer
Refresher course for 90 head teachers on the preparation and use of the Capitation Grant and proper account keeping by account and audit staff.	7 Circuit centers	*				8,000.00						*	Auditor	Accountant

Organize Municipal level STMIE fair for 100 pupils	Suhum			*			35,000.00					*	GES	SuMA
A 3-Day training workshop for 90 basic school heads on Management , Evaluation and Accountability using 5 resource persons	Church of Pentecost-Suhum Central				*	6,800.00					*		Planning	A & F
Collection of data on staffing and enrolment by 5 EMIS staff and 7 Circuit SISOs in all schools in the Municipality.	Basic Schools (Public and private)	*		*		9,500.00						*	Planning	Supervision Unit
Monitoring visits by Municipal Director of Education (MDE) in 35 selected schools	35 selected schools	*	*	*	*	9,000.00						*	MDE	DD Supervision
Conduct School Performance Appraisal Meetings (SPAM)	SuMA			*			22,000.00				*		SISOs	DD Supervision
Provision of Furniture for schools	Selected schools	*			*		5,000,000				*		Planning Unit.	SuMA
Expansion of the school feeding program to 6 rural school communities	Selected schools	*				800.00						*	Planning Unit.	SuMA
Rehabilitation of 2 No. School Block	united primary, Nankese Ningo	*	*	*	*		200,000.00				*		GES	SuMA
Construction of 1No. 3-Unit Classroom	Tetekasom	*	*	*	*							*	GES	SuMA

Block with ancillary facilities							350,000.00							
Organize quarterly MEOC meetings and reviews	Suhum	*	*	*	*		5,500					*	GES	SuMA
Construction of 2No. 3-Unit Classroom Block with ancillary facilities	Tei-Mensah ,Santramor No. 1	*	*	*	*		3,800,000				*		GES	SuMA
Construction of 2No. 6-Unit Classroom Block with ancillary facilities	Memhwoso ,Simatare-My Name	*	*	*	*		5,000,000				*		GES	SuMA
Construction of 2No. 2-Unit Classroom Block with ancillary facilities	Ayekotse Zongo , Odonkosi	*	*	*	*		6,000,000				*		GES	SuMA
Objective: improve by 50% access to quality health care by the end of 2029 Programme: Health Improvement														
Organize monthly outreach services for routine immunizations and other child welfare services	Municipality Wide	*	*	*	*				25,920.00			*	MHD	SuMA
Organize quarterly EPI Mop up	Municipality Wide	*	*	*	*				10,250.00			*	MHD	SuMA
Provide protective gadgets for all vaccine refrigerators and ice pack freezers	Health Facilities		*						4,680.00			*	MHD	SuMA
Collect and distribute vaccines and other	Koforidua/ Health Facilities	*	*	*	*				5,440.00			*	MHD	SuMA

EPI logistics to facilities														
Conduct case management training on malaria for 45 service providers	MHD	*	*	*	*				7,800.00		20,900.00	*	MHD	SuMA
Conduct OTSS in 39 health facilities within the municipality	Suhum		*						8,200.00		20,560.00	*	MHD	SuMA
Organize monthly TB screening in all health facilities in the Municipality	Health Facilities	*	*	*	*				20,720.00			*	MHD	SuMA
Organize TB quarterly review meetings	Health Facilities	*	*	*	*				18,360.00			*	MHD	SuMA
Conduct quarterly monitoring/supervision of DOTS facilities	Health Facilities	*	*	*	*				9,816.00			*	MHD	SuMA
Organize integrated disease surveillance and response training on priority diseases	Health Facilities	*			*		20,900.00					*	SuMA	MHD
Construct 2 No. CHPS	Obretema, Mameng	*	*	*	*		4,800,000.00				*		SuMA	MHD
Construct 1 No. CHPS	Ayisikrom	*	*	*	*		2,000,000.00				*		SuMA	MHD
Objective: improve by 50% support to vulnerable group and PWDs by the end of 2029 Programme: Vulnerability, Social and Child Protection														
Mediate fifty (50) family welfare cases	Suhum	*	*	*	*	9000						*	DSW&CD	SuMA
Prepare and submit social enquiry reports to the juvenile and family tribunal court	Suhum	*	*	*	*	2000							DSW&CD	SuMA

Facilitate the payment of LEAP beneficiaries bi-monthly	Municipality wide	*	*	*	*	2000				1000	*		DSW& CD	MGCSP
Follow up visits to 15 reunified children in RHCs	Municipality wide	*	*	*	*	4000				1000	*		DSW& CD	SuMA
Monitor and supervise 54 Day care centers and train 25 attendants	Municipality wide	*	*	*	*	7000					*		DSW& CD	SuMA
Undertake public and social education in 25 communities and schools	Municipality wide	*	*	*	*	7000					*		DSW& CD	SuMA
Supervision of 2 residential homes every quarter	Municipality wide	*	*	*	*	6000						*	DSW& CD	SuMA
Render support to vulnerable groups and generic services to 22 patients	Municipality wide	*	*	*	*	6000						*	DSW& CD	SuMA
Registration and renewal of NHIS vulnerable persons (aged, PWDs etc.)S for 589	Municipality wide	*	*	*	*		7000					*	DSW& CD	SuMA
Identification and registration of 37 persons with Disability (PWDs)	Municipality wide	*	*	*	*		5000					*	DSW& CD	SuMA
Monitoring and supervision of Organizations of persons with disability (OPWDs)	Municipality wide	*	*	*	*		7000					*	DSW& CD	SuMA

Train, educate and sensitized potential Foster Parents (5)	Suhum	*	*	*	*		8000					*	DSW&CD	SuMA
Disburse income generating items to 78 PWDs	Suhum	*	*	*	*		8000					*	DSW&CD	SuMA
Update municipal disability album on PWDs	Suhum	*	*	*	*		7000					*	DSW&CD	SuMA
Mass education: identification and sensitization of focus groups on child protection in 15 communities	Municipality wide	*	*	*	*	7000						*	DSW&CD	SuMA
Extension services: roll out agency activities in selected 20 communities	Municipality wide	*	*	*	*					1000		*	DSW&CD	SuMA
TOTAL						**771,144.00**	**30,400,809**	**2,439,747**	**5,717,278**	**201,187.00**				

Source MPCU, 2025.

Table 6.5 Maintenance Plan for the Year 2026

Type of Infrastructure/Assets	Type of Maintenance	Schedule of Maintenance		Estimated cost of Maintenance GH¢	Location	Responsibility
		Start Date	End Date			
COMMERCIAL BUILDINGS						
Administration Block (Main)	Routine Maintenance	Jan 2026	Dec 2026	20,000.00	Suhum	Municipal Assembly
Administration Block (Annex)	Periodic Maintenance	Jan 2026	Dec 2026	10,000.00	Suhum	Municipal Assembly
General Stores	Routine Maintenance	Jan 2026	Dec 2026	20,000.00	Suhum	Municipal Assembly
Revenue Office	Periodic Maintenance	Jan 2026	Dec 2026	10,000.00	Suhum	Municipal Assembly
Suhum Urban Council	Routine Maintenance	Jan 2026	Dec 2026	40,000.00	Suhum	Municipal Assembly
Fire Service Building	Periodic Maintenance	Jan 2026	Dec 2026	50,000.00	Suhum	Municipal Assembly
Nankese Zonal Office	Routine Maintenance	Jan 2026	Dec 2026	10,000.00	Nankese	Municipal Assembly
Workshop Building	Periodic Maintenance	Jan 2026	Dec 2026	2,000.00	Suhum	Municipal Assembly
Community Center	Routine Maintenance	Jan 2026	Dec 2026	2,000.00	Suhum	Municipal Assembly
Suhum Main Market	Periodic Maintenance	Jan 2026	Dec 2026	2,000.00	Suhum	Municipal Assembly
Amponsah Market	Routine Maintenance	Jan 2026	Dec 2026	2,000.00	Suhum	Municipal Assembly

Lorry Park (Main Station)	Periodic Maintenance	Jan 2026	Dec 2026	10,000.00	Suhum	Municipal Assembly
Lorry Park (Kyebi Station)	Routine Maintenance	Jan 2026	Dec 2026	2,000.00	Suhum	Municipal Assembly
Lorry Park (Roundabout)	Periodic Maintenance	Jan 2026	Dec 2026	2,000.00	Suhum	Municipal Assembly
Event Park	Routine Maintenance	Jan 2026	Dec 2026	2,000.00	Suhum	Municipal Assembly
Warehouse	Periodic Maintenance	Jan 2026	Dec 2026	4,000.00	Suhum	Municipal Assembly
Slaughter Slab	Routine Maintenance	Jan 2026	Dec 2026	50,000.00	Suhum	Municipal Assembly
Disposal Site (Solid Waste)	Periodic Maintenance	Jan 2026	Dec 2026	80,000.00	Kwahyia	Municipal Assembly
Disposal Site (Liquid Waste)	Routine Maintenance	Jan 2026	Dec 2026	20,000.00	Tetekaasum Amanfrom	Municipal Assembly
New Cemetery	Periodic Maintenance	Jan 2026	Dec 2026	10,000.00	Omenako East	Municipal Assembly
Old Cemetery	Routine Maintenance	Jan 2026	Dec 2026	2,000.00	Okorase	Municipal Assembly
Public Toilet- Akorabo	Periodic Maintenance	Jan 2026	Dec 2026	5,000.00	Akorabo	Municipal Assembly
Public Toilet- Okorase	Periodic Maintenance	Jan 2026	Dec 2026	1,000.00	Suhum	Municipal Assembly

Public Toilet- Main Market	Routine Maintenance	Jan 2026	Dec 2026	1,000.00	Suhum	Municipal Assembly
RESIDENTIAL BUILDINGS						
MCE's Bungalow	Periodic Maintenance	Jan 2026	Dec 2026	10,000.00	Suhum	Municipal Assembly
MCD's Bungalow	Routine Maintenance	Jan 2026	Dec 2026	8,000.00	Suhum	Municipal Assembly
Assist. Director's Bungalow	Periodic Maintenance	Jan 2026	Dec 2026	10,000.00	Suhum	Municipal Assembly
MFO's Bungalow	Routine Maintenance	Jan 2026	Dec 2026	5,000.00	Suhum	Municipal Assembly
Medical Officer's Bungalow	Periodic Maintenance	Jan 2026	Dec 2026	5,000.00	Suhum	Municipal Assembly
Magistrate's Bungalow	Routine Maintenance	Jan 2026	Dec 2026	5,000.00	Suhum	Municipal Assembly
Transit Quarters	Periodic Maintenance	Jan 2026	Dec 2026	1,000.00	Suhum	Municipal Assembly
Trainers' Housing Unit	Routine Maintenance	Jan 2026	Dec 2026	1,000.00	Suhum	Municipal Assembly
Low-cost BLK 1A	Periodic Maintenance	Jan 2026	Dec 2026	3,000.00	Suhum	Municipal Assembly
Low-cost BLK 1B	Routine Maintenance	Jan 2026	Dec 2026	3,000.00	Suhum	Municipal Assembly

Low-cost BLK 1C	Periodic Maintenance	Jan 2026	Dec 2026	3,000.00	Suhum	Municipal Assembly
Low-cost BLK 1D	Routine Maintenance	Jan 2026	Dec 2026	3,000.00	Suhum	Municipal Assembly
Low-cost BLK 2A	Periodic Maintenance	Jan 2026	Dec 2026	3,000.00	Suhum	Municipal Assembly
Low-cost BLK 2B	Periodic Maintenance	Jan 2026	Dec 2026	3,000.00	Suhum	Municipal Assembly
Low-cost BLK 2C	Periodic Maintenance	Jan 2026	Dec 2026	3,000.00	Suhum	Municipal Assembly
Low-cost BLK 2D	Periodic Maintenance	Jan 2026	Dec 2026	3,000.00	Suhum	Municipal Assembly
Low-cost BLK 3A	Periodic Maintenance	Jan 2026	Dec 2026	3,000.00	Suhum	Municipal Assembly
Low-cost BLK 3B	Periodic Maintenance	Jan 2026	Dec 2026	3,000.00	Suhum	Municipal Assembly
Low-cost BLK 3C	Periodic Maintenance	Jan 2026	Dec 2026	3,000.00	Suhum	Municipal Assembly
Low-cost BLK 3D	Periodic Maintenance	Jan 2026	Dec 2026	3,000.00	Suhum	Municipal Assembly
Low-cost BLK 4A	Periodic Maintenance	Jan 2026	Dec 2026	3,000.00	Suhum	Municipal Assembly
Low-cost BLK 4B	Periodic Maintenance	Jan 2026	Dec 2026	3,000.00	Suhum	Municipal Assembly

Low-cost BLK 4C	Periodic Maintenance	Jan 2026	Dec 2026	3,000.00	Suhum	Municipal Assembly
Low-cost BLK 4D	Periodic Maintenance	Jan 2026	Dec 2026	3,000.00	Suhum	Municipal Assembly
Low-cost BLK 5A	Periodic Maintenance	Jan 2026	Dec 2026	3,000.00	Suhum	Municipal Assembly
Low-cost BLK 5B	Periodic Maintenance	Jan 2026	Dec 2026	3,000.00	Suhum	Municipal Assembly
Low-cost BLK 5C	Periodic Maintenance	Jan 2026	Dec 2026	3,000.00	Suhum	Municipal Assembly
Low-cost BLK 5D	Periodic Maintenance	Jan 2026	Dec 2026	3,000.00	Suhum	Municipal Assembly
Low-cost BLK 6A	Periodic Maintenance	Jan 2026	Dec 2026	3,000.00	Suhum	Municipal Assembly
Low-cost BLK 6B	Periodic Maintenance	Jan 2026	Dec 2026	3,000.00	Suhum	Municipal Assembly
Low-cost BLK 6C	Periodic Maintenance	Jan 2026	Dec 2026	3,000.00	Suhum	Municipal Assembly
Low-cost BLK 6D	Periodic Maintenance	Jan 2026	Dec 2026	3,000.00	Suhum	Municipal Assembly
VEHICLES						
Nissan Patrol	Routine Maintenance	Jan 2026	Dec 2026	10,000.00	Suhum	Municipal Assembly
Ford Everest	Routine Maintenance	Jan 2026	Dec 2026	-	Suhum	Municipal Assembly

Toyota Land cruiser	Routine Maintenance	Jan 2026	Dec 2026	8,000.00	Suhum	Municipal Assembly
Double-cabin Nissan Navarra Pickup	Routine Maintenance	Jan 2026	Dec 2026	5,000.00	Suhum	Municipal Assembly
Double-cabin Nissan Navarra Pickup	Routine Maintenance	Jan 2026	Dec 2026	20,000.00	Suhum	Municipal Assembly
Isuzu Double-cabin Pickup	Routine Maintenance	Jan 2026	Dec 2026	1,000.00	Suhum	Municipal Assembly
Nissan Single-cabin Pickup	Routine Maintenance	Jan 2026	Dec 2026	-	Suhum	Municipal Assembly
Nissan Double-Cabin Pickup	Routine Maintenance	Jan 2026	Dec 2026	-	Suhum	Municipal Assembly
Nissan Double-Cabin Pickup	Routine Maintenance	Jan 2026	Dec 2026	-	Suhum	Municipal Assembly
Ford Cesspit Emptier	Routine Maintenance	Jan 2026	Dec 2026	-	Suhum	Municipal Assembly
Don Feng Cesspit Emptier	Routine Maintenance	Jan 2026	Dec 2026	-	Suhum	Municipal Assembly
Ashok Leyland Refuse Truck	Routine Maintenance	Jan 2026	Dec 2026	-	Suhum	Municipal Assembly
Farm track Refuse Tractor	Routine Maintenance	Jan 2026	Dec 2026	-	Suhum	Municipal Assembly
Size Refuse Truck	Routine Maintenance	Jan 2026	Dec 2026	-	Suhum	Municipal Assembly

Don Feng Cargo Truck	Routine Maintenance	Jan 2026	Dec 2026	-	Suhum	Municipal Assembly
Grader	Routine Maintenance	Jan 2026	Dec 2026	-	Suhum	Municipal Assembly
Grader	Routine Maintenance	Jan 2026	Dec 2026	-	Suhum	Municipal Assembly
Nissan Patrol	Routine Maintenance	Jan 2026	Dec 2026	10,000.00	Suhum	Municipal Assembly
Nissan Hard Body Pickup	Routine Maintenance	Jan 2026	Dec 2026	10,000.00	Suhum	Municipal Assembly

Source MPCU, 2025.

CHAPTER SEVEN

MONITORING AND EVALUATION ARRANGEMENTS

7.0 Introduction

In order to track progress and make adjustments for smooth implementation of the DMTDP, an M&E matrix containing inputs, outputs, outcomes and impacts and their corresponding activities for each DMTDP objective have been outlined in Table 7.1. It summarizes the overall monitoring and evaluation plan by including a list of methods to be used in collecting data as well as the linkage of the DMTDP to the National Development Framework.

7.1 Monitoring and Evaluation Matrix

Indicators are a crucial part in developing the Monitoring and Evaluation (M&E Plans. They define how target is measured in relation to achieving goals and objectives. They also indicate the initial situations before the start of the project while given information on expected outcomes and impact on target beneficiaries.

The table below shows the M&E matrix and presents information on input, outcomes and impact and as well indicates activities that are performed to achieve plan objectives. It shows actors responsible for the various activities.

7.2 Stakeholder Analysis

The design of development programmes/projects and other key interventions of DMTDP are done in participatory sessions involving representatives of all key stakeholders. This is due typically to the fact that DMTDP implementation affects individuals, groups of people, institutions and/or organizations so that if social benefits are to be maximized, the views, perceptions and needs of all interest groups must be adequately captured. Generally, societies exhibit differences in the roles and responsibilities of women and men and their access to and control over resources and their participation in decision making. The availability and access of women and men to opportunities in economic, social and political life is inequitable and this could hinder growth and harm development. Any failure to adequately address gender issues can damage the effectiveness and sustainability of programmes and projects. Given this background, the MPCU, in developing the DMTDP has employed gender-sensitive approaches that take into account the interventions, its objectives, strategies and resource allocation. Stakeholder analysis is closely related to problem analysis essentially because without people's views on a problem, neither its nature, nor their needs, nor eventual solution will become clear.

Ideally, stakeholder analysis must demonstrate interest and expectations of key stakeholders, sensitivity to and respect for cross-cutting issues, potentials and deficiencies for resource endowments as well as implications and conclusions for programme/project implementation.

At a stakeholder's analysis session conducted for the development of the DMTDP, the MPCU identified and classified the stakeholders broadly as follows:

National and Municipality Policy formulators and Decision-makers

National and municipal policy formulators and decision makers play significant roles in programme/project implementation. These stakeholders include Members of Parliament, Municipal Assembly and decentralized departments. The Media also play crucial roles both at the national, municipal and community levels.

Sub-municipality-level Institutions

Sub-municipality level institutions and groups represent the carriers and movers of local development issues. These include Assembly members, Zonal Council and Unit Committee members.

Civil Society and Advocacy Groups

CSOs including NGOs, FBOs, CBO's etc. have key interest in interventions that bring about change in people's lives. Their major roles include public education, sensitization, advocacy and they exhibit potential for sensitivity to and respect for cross-cutting issues of environment, gender equality etc.

Local Development Actors

Local Development actors are particularly interested in the extent to which programmes/projects impact on the poor and the vulnerable, how resources are disbursed to achieve positive results and mainstreaming poverty reduction initiatives and to mitigate their impacts.

Table 7.1 shows the major stakeholders who will be affected (either positively or negatively) by the interventions following the implementation of the DMTDP. Being affected by the MTDP will also require that their contribution to the DM&E activities over the plan period will guarantee the success and enhance positive impact of the MTDP

Table 7.1: Stakeholder Analysis and their Needs/Responsibilities

No.	**Stakeholders**	**Stakeholders Interest**	**Stakeholders Information Needs/Responsibilities**
1	Suhum Municipal Assembly including decentralized departments	- Proper project implementation - Availability of adequate resources - Enactment of by-laws - Revenue generation	- Municipal-wide decision making and implementation of national policies - Initiation, planning, design, implementation and coordination of municipality development programmes and projects - Resource allocation - Sector policy programming, design, implementation and management - Collaboration with core DA team and sub-municipality institutions for development - Beneficiary Sensitization - Data collection and Analysis - Reporting - Information dissemination
2	Zonal Council/Unit Committee members	- Zonal Council development - Information dissemination	- Village/community-level decision making on one hand and implementation on the other - Community sensitization and education - Data collection
3	Central Government	- Grassroots and community level development - Policy formulation and dissemination	- Provision of resources - Capacity building

4	Traditional Authorities	- Community development - Conflict management - Custody of customs, traditions and practices	- Community mobilization - Conflict resolution - Initiate community self-help programmes and projects - Information dissemination, public education
5	Civil Society Groups (including NGOs, FBOs, CBOs)	- Community development - Social development - Project implementation	- Advocacy for recognition of community-initiated views, needs and aspirations - Social mobilization - Conduct of monitoring and evaluation - Technical backstopping
6	Assembly members	- Attracting projects/development to electoral areas - Adherence to by-laws	- Municipal-level policy formulation and decision making - Information dissemination - Conduct of Participatory monitoring and evaluation - Community and social mobilization - Resource mobilization
7	Beneficiary Communities	- Community development - Moral development - Social safety - Accountability	- Provide communal policing for respect of civil rights and responsibilities - Information dissemination - Project maintenance - Resource mobilization - Conduct of Participatory Monitoring and Evaluation
8	Vulnerable and Excluded Groups (Voices of the poor, the indigents, the disabled, women and children)	- Development - Care and support - Public safety	- Source for communal support for implementation of development programmes and projects - Cooperation
9	Religious Institutions (Churches, Mosques)	- Moral development - Conflict management - Upholding of good virtues and behavioral/attitudinal change practices	- Education and dissemination of information - Resource provision - Project maintenance - Monitoring and Evaluation
10	Media Partners (FM Stations, Print Media)	- Accountability and Transparency - Information dissemination	- Sourcing information from the public for analysis - Education, communication and advocacy
11	Private Sector contributors (tourism/hospitality operators,	- Favorable policies - Infrastructure development - Community development	- Provision of resources - Cooperation

12	Regional Coordination Council	- Development policy formulation	- Policy, planning, development coordination
13	National Policy/decision makers (Members of Parliament MPs)	- Attraction of projects - Conflict management	- Resource mobilization - Networking and lobbying - Policy advocacy
14	Donor Agencies	- Accountability and Transparency - Resources reaching target groups	- Provision of funds - Capacity building

Source: MPCU, 2025.

Table 7.2: Monitoring Matrix/Results Framework

Goal 1: Build a resilient economy Objective: 40% increase fiscal performance by 2029 Programme: Financial Management										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2025**	**Target**				**Disaggregation**	**Monitoring Frequency**	**Responsibility**
				2026	**2027**	**2028**	**2029**			
Percentage change in IGF	The difference of current year IGF over the previous year expressed as a percentage	Outcome	12.75%	10%	10%	10%	10%	Suhum Zone Nankese Zone Akorabo Zone	Annually	Finance Dept. Budget Unit
Goal 1: Build a resilient economy Objective: 40% increase in jobs creation by 2029 Programme: Financial Management										
Indicators	**Indicator Definition**	**Indicator Type**	**Baseline 2021**	**Target**				**Disability aggregation**	**Monitoring Frequency**	**Responsibility**
				2026	**2027**	**2028**	**2029**			
Proportion of unemployed youth trained and equipped	The population of unemployed youth expressed as a percentage of the total municipal population	Outcome	2.2%	5%	5%	5%	5%	Male:60% Female: 40%	Annually	YEA, YES, D MPCU, BAC, opt.
Percentage change in Agro-processing	The difference of current year agro processing over the previous year	Outcome	n/a	5%	10%	15%	20%	Suhum Zone Nankese Zone Akorabo Zone	Annually	DoA, MPCU

	expressed as a percentage									
Goal 1: Build a resilient economy Objective: 40% improved in tourism by 2029 Programme: Financial Management										
Percentage change in Tourist arrival	The difference of current year tourism arrival over the previous year expressed as a percentage	Outcome	16.9%	10%	10%	10%	10%	Suhum	Annually	GTA, MPCU, BA
Goal 1: Build a resilient economy Objective: improved by 50% in yield of selected crops by 2029 Programme: Financial Management										
Percentage change in yield of selected crops: maize, cassava, plantain, vegetables etc.	The difference of current year yield over the previous year expressed as a percentage	Outcome	(5%)	5%	5%	5%	5%	Suhum Zone Nankese Zone Akorabo Zone	Annually	DoA, FC, MPCU
Goal 1: Build a resilient economy Objective: improved by 50% in yield of selected crops by 2029 Programme: Financial Management										
Percentage change in organic cocoa production	The difference of current year yield in cocoa over the previous year expressed as a percentage	Outcome	n/a	10%	10%	10%	10%	Nankese Zone Akorabo Zone Suhum Zone	Annually	DoA, CMB, MPC
GOAL 2: Create Equal Opportunities for All Programme: Education Improvement										

Indicators	Indicator Definition	Indicator Type	Baseline 2025	Target				Disability aggregation	Monitoring Frequency	Responsibility
				2026	2027	2028	2029			
Objective: Enhance inclusive and equitable access to and participation in education at all levels										
Gross Enrolment Rate Primary JHS	indicate the number of pupils at a given level of schooling-regardless of age as a proportion of the number of children in the relevant age group	Outcome	92.1 68.9	93.7 74.6	93.7 74.6	93.7 74.6	93.7 74.6	Primary JHS	Annually	GES
Net admission rate in Primary Schools	Net admission rate is the number of boys and girls of the school age in Primary that are enrolled in that level of education, expressed as a percentage of the total population in that age group.	Outcome	75.7	77.5	79.5	81.5	84.0	Primary Schools	Annually	GES
Gender parity index	Ratio between girls' and boys' enrolment	Outcome	1.01	1.01	1.01	1.01	1.01	Primary & JHS	Annually	GES

	rates, the balance of parity is 1									
GOAL 2: Create Equal Opportunities for All Programme: Health improvement Objective: Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)										
Objective: Ensure the reduction of new HIV and AIDS/STIs infections, especially among the vulnerable groups										
HIV/AIDS prevalence rate	% of adult population, 15-49 yrs. HIV positive	Outcome	n/a	0.25%	0.25%	0.25%	0.25%		Annually	GHS
Maternal Mortality	Number of deaths due to pregnancy and childbirth per 100,000 live births	Outcome	89.1/100,000	0	0	0	0	Females	Annually	GHS
Under five mortality rate ratios	Number of deaths occurring between birth and exact age five per 100 live births	Outcome	5.1/1,000	0	0	0	0	Male Female	Annually	GHS
Malaria case fatality in children under five years per 10,000 population	Number of under 5 deaths resulting from malaria	Outcome	8.6/10,000	0	0	0	0	Male Female	Annually	GHS
Percentage increase in MHIS membership	The difference of current year membership	Outcome	30.9%	5%	5%	5%	5%	Male Female	Annually	GHS

	over the previous year expressed as a percentage									
GOAL 2: Create Equal Opportunities for All Programme: Vulnerability, Social and Child Protection Objective: Ensure effective child protection and family welfare system										
Number of child maintenance cases settled	Count of number of child maintenance cases settled	Output	2	10	10	10	10		Quarterly	DSD
Objective: Promote full participation of PWDs in social and economic development of the country										
% of PWDs trained in vocational skills	The difference of current year PWDs trained over the previous year expressed as a percentage	Outcome	n/a	50	50	50	50	Male:60% Female:40%	Quarterly	DSD
Objective: Attain gender equality and equity in political, social and economic development systems and outcomes										
GOAL 3: Protect Natural and Built Environment Programme: Water, Environmental Health and Sanitation Objective: Improve access to improved and reliable environmental sanitation services Objective: Reduce environmental pollution										
Percentage of population with access to improved sanitation	The difference of current year population with access to improved sanitation over the previous	Outcome	78.9%	80%	85%	85%	85%		Quarterly	MEHU

	year expressed as a percentage									
Final disposal site acquired	Acres of land acquired for final disposal site	Output	n/a	-	10 acres	-	-		Quarterly	MEHU
Objective: Improve efficiency and effectiveness of road transport										
Percentage of road network in good condition	The difference of current year roads in good condition over the previous year expressed as a percentage	Outcome	68km 15km 84km	10km 5km 15km	10km 5km 15km	10km 5km 15km	10km 5km 15km	Trunk Roads Urban Roads Feeder Roads	Quarterly	MWD, URD
Goal 4: Maintain A Stable, United and Safe Society										
Objective: Deepen political and administrative decentralization										
% of Citizens Perception Surveys conducted	The difference of current year citizens over the previous year expressed as a percentage an evaluation tool	Outcome	-	-	1	-	1	Suhum Nankese Akorabo	Annually	CA, Consultant
Objective: Improve popular participation at regional and municipality levels										
Number of Town Hall Meetings organised	Count of number of town halls held	Output	4	4	4	4	4	Suhum Nankese Akorabo	Quarterly	CA, MPCU

Objective: Enhance security service delivery										
Percentage cases of abuse or crime	The difference of current year number of crime over the previous year expressed as a percentage	Outcome	91	50	40	30	20	Men, Women, Children	Quarterly	DSD, Police
Police: Citizen Ratio	Proportion of citizens per one police	Outcome	1 : 1,499	1:450	1:450	1:450	1:450	Male: 70% Female: 30%	Quarterly	Police

Source: MPCU, 2025.

7.3 Monitoring and Evaluation Work Plan and Calendar

Table 7.3 Monitoring and Evaluation Work Plan and Calendar

MONITORING AND EVALUATION WORK PLAN			
M&E ACTIVITIES	**TIME FRAME**	**ACTORS**	**BUDGET**
	2026-2029		
Organize Site Meetings	Monthly	Works Dept, MPCU	7000
Quarterly Field visits	1st week of every quarter	MPCU, RCC	20,000
Quarterly Review Meetings	Every quarter	MPCU	6.000
Annual Progress Review Workshop *Plan annual progress review exercise *Collate and analyze data, *Prepare detailed annual progress report, *Prepare presentation materials *Plan and organize stakeholder workshop for review and validation * Finalize workshop report	Every 1st quarter of each Year	MPCU	40,000

Annual Progress Report *Plan annual progress reporting, *Collect, collate, synthesize and analyses quarterly reports, *Prepare quarterly reports, *forwards APR to stakeholders	Jan. -Feb. of every year	MPCU, RCC, NDPC	50,000
DMTDP Mid-term Evaluation * Planning of mid-term evaluation *Development evaluation indicators, *conduct evaluation to collect information,	1st quarter of 2028	MPCU, RCC, NDPC, Other stakeholders	50,000
*Collate and analyses data, *prepare evaluation reports, *conduct of debriefing sessions for key stakeholders,*plan and prepare dissemination strategy and disseminate report findings			
DMTDP Evaluation	4th quarter of 2029	MPCU,RCC,NDPC, Other stakeholders	100,000

Dissemination *re-orientate the MPCU on dissemination strategies and approaches, *Plan and organize stakeholder workshop to disseminate findings of reports *Use appropriate medium (radio, fora, Community durbar etc.) to disseminate report findings	Every 1st and 3rd quarter	MPCU, RCC, NDPC, Other stakeholders	100,000
Conduct of studies and researches to enhance M&E I. Beneficiary assessment II. Social Infrastructure Audit III. Impact Assessment IV. Disability Poverty Profiling & Mapping	One every year	MPCU, RCC, Consultant	100,000
Capacity building and training: train 13 DPCU members on Computer software for data analysis; M&E methodologies; Project Cycle Management; Work planning; Project Appraisal Techniques	Once every year	MPCU, RCC, Consultant	50,000

Organize Technical Assistance support **workshop on PM&E and Social Audit on annual basis for 20 key stakeholders**	3rd quarter of 2027	MPCU, RCC, Consultant	10,000
Procurement of materials	Every 1st quarter	Procurement Unit, MPCU	17,000
Procurement of office Equipment	1st quarter 2026	MPCU, Procurement Unit,	12,000
Procurement of Vehicle & motorbike	1st quarter 2028	MPCU Procurement Unit,	150,000
GRAND TOTAL			**712,000.00**

Source: MPCU, 2025.

7.4 Development Evaluation

Development Evaluation is the analysis of observations made in the course of monitoring the impact and performance of a development project, and drawing conclusions with respect to the fulfilment of project objectives. It is the periodic assessment and review of the extent to which the goal and objectives of an activity have been accomplished and further involves a process of determining, systematically and objectively, the relevance, effectiveness and impact of activities in the light of their objectives.

The MPCU will conduct three key types of development evaluation namely:

Ex-ante Evaluation: evaluation conducted prior to commencement of development programme/project implementation and will aim at reviewing the intended plan (goals and objectives) of the programme/project

Mid-term/Interim Evaluation: evaluation undertaken at periodic intervals during the implementation stage

Ex-Post/Terminal Evaluation

It is the evaluation carried out after development programme/project implementation. In all these the essence will be to;

- To judge the worth of on-going programs and to estimate the usefulness of attempts to improve them.
- To assess the utility of new programs and initiatives.
- To increase the effectiveness of program management and administration.
- To satisfy the accountability requirements of program sponsors.

Stakeholders to be involved in conduct of development evaluation will include, but not limited to:

- Internal evaluators (e.g. community leaders and members)

- External evaluators (e.g. MA staff, heads of decentralized departments, development partners and consultants
- Project Beneficiaries

The Evaluation will be expected to serve different purposes and call for different strategies at various stages in the life of development programmes/projects. Specifically:

- In the planning stages of social intervention programs, evaluations focus on assessing the extent and severity of the programmes requiring social intervention and on designing programs to ameliorate them.
- In the conduct of ongoing and new programmes, evaluations help to determine the degree to which programs are effective – that is, how successfully they are providing the intended target populations with the resources, services and benefits envisioned by their sponsors and designers. In addition, impact assessments estimate the effects of the intervention.
- For accountability purposes, and to aid in decisions concerning whether programmes should be continued, expanded, or curtailed, evaluations consider costs in relation to benefits and compare an intervention's cost effectiveness with that of alternative strategies and consider all of these.

In addition to the above the MPCU will consider with urgency to carry out and/or commission other studies as Municipality's poverty profiling and mapping, beneficiary assessment, social infrastructure audit of development projects, strategic evaluation, impact assessment and thematic evaluation studies

7.5 Participatory Monitoring and Evaluation

Often M&E has been planned and prepared outside the place it should take place and that communities were only involved in responding to already prepared questionnaires etc. The information collected is taken away to be analyzed and reported usually in the form of written reports. The approach had resulted in project failures and abandonment. Participatory M&E therefore involves the beneficiaries of the programmes and projects taking active part in the M&E processes and activities. Community level actors and members want to know what their programme has achieved and whether or not efforts are being effective, resources are being used efficiently to achieve the objectives of the programme/project. By taking part in the M&E processes and activities, participants gain a deeper understanding of programme/project progress, strengths and weaknesses so that they contribute more to the success of the programme/project and thus own their work and eventually have positive impact on their lives.

7.6 Summary of Activities to Promote PM&E

The MPCU will identify all key NGOs/CBOs working in the SUMA and establish strong partnerships with them with the view of pursuing a common development agenda. Recognizing the capacity constraints of community members, CSOs, NGOs and CBOs at the community level, the MPCU will organize workshops to strengthen and build their capacity and to discuss the roles of different stakeholders towards promoting and incorporating PM&E results into the municipality M&E reports. However, NGOs/CBOs who are assessed to have capacity will be engaged by the SUMA (or the MPCU) to provide training and capacity building in use of PM&E tools and methodologies for social analysis and participatory impact assessment such as Citizen Report Cards, Community Score Cards, Focus Group Discussions (FGDs) and Participatory Expenditure Tracking of social service expenditures.

7.7 Knowledge Management and Learning

Effective knowledge management plays a critical role in enhancing development planning, evidence-based decision-making, implementation efficiency, and accurate reporting. As part of the Medium-Term Development Plan (MTDP) 2026–2029, the Municipality will adopt a comprehensive Knowledge Management and Learning framework to ensure that lessons learned, best practices, and relevant data are systematically collected, shared, and applied to inform continuous improvement.

The core aim of this framework is to promote a culture of learning and adaptive management across all levels of implementation. It ensures that insights generated through monitoring and evaluation are not only documented, but also translated into actionable knowledge that informs policy adjustments, programme redesign, and improved service delivery. To operationalize this framework, a set of targeted interventions will be integrated into both the Programme of Action

(PoA) and Annual Action Plans (AAPs). The key interventions adopted by the municipality include:

a. Routine Learning and Reflection Sessions

Institutionalized learning mechanisms, including M&E review meetings, learning forums, and mid-year reflection sessions, will provide regular opportunities to analyze implementation experiences and adapt strategies where necessary.

b. Documentation and Dissemination of Best Practices Successful approaches, innovations, and locally effective solutions will be systematically captured and shared with relevant stakeholders to encourage replication and scale-up.
c. Capacity Building for Knowledge Utilization Capacity-strengthening activities will be conducted for Assembly staff, sector officers, and local partners, focusing on how to gather, analyze, and apply knowledge for improved planning and decision-making.
d. Stakeholder Knowledge Exchange Platforms such as workshops, peer learning events, and multi-stakeholder dialogues will be established to facilitate the exchange of experiences, learning, and collaboration across sectors and institutions. By mainstreaming these interventions into the municipality's programme of action and annual action plans, knowledge management becomes an integrated and continuous process—not a one-time activity. This will enhance institutional learning, accountability, and adaptive capacity, ultimately improving development outcomes across the MTDP period. The Annex 4 identifies key knowledge areas relevant to the implementation of the Medium-Term Development Plan (MTDP), along with knowledge holders, sources, and gaps.

CHAPTER EIGHT

DEVELOPMENT COMMUNICATION STRATEGY

8.0 Introduction

The chapter outlines the strategy for disseminating the Medium-Term Development Plan (MTDP) of the Suhum Municipal Assembly to all relevant stakeholders. The strategy aims to raise awareness of the Municipality's development agenda under the National Medium-Term Policy Framework (2026–2029), enhance stakeholder participation, and promote transparency and accountability in implementation. It also seeks to strengthen collaboration and coordination among all actors involved in the decentralization process.

8.1 Dissemination and Communication Strategy

Communication is the method of exchanging information using different means and media (speaking, writing, etc.). Good communication is characterized by a clear purpose, content, reliable sources, and effective transmission channel and is effectively delivered to stakeholders.

Dissemination of information to stakeholders has become very important as far as development issues are concerned. In other words, communication strategy has become imperative in managing stakeholders' expectations as far as developments of their communities are concerned.

8.2 Dissemination of the Reports

The Medium-Term Development Plan and Annual Action Plans report of the implementation contains information to educate, convince programme/project beneficiaries, inform and the purpose include beneficiary assessment, decision making, re-planning among others. These data are crucial to programme/project managers, community members, stakeholders and development partners. Against these requirements, the MPCU will disseminate report to two major levels. Copies of the reports are to be submitted to the RPCU and the NDPC.

The report information will also be disseminated to municipal and community level actors. The aim is to improve and enhance accountability, transparency and to instill confidence in stakeholders. By so doing, the MPCU will win the trust and commitment of all.

It is also important to indicate that the MPCU will disseminate report information in local languages so that local communities and other stakeholders will understand and appreciate the content of the report.

MPCU's designed Strategy for dissemination of DMTDP and AAP's Report Findings include;

- Use of information vans and FM stations to announce, discuss and broadcast content of reports using largely local languages

- Use of analogies, graphs or pictorial displays and well explained summaries to highlight selected findings

- Meeting with traditional authorities, community opinion leaders, Zonal Councils, Unit Committees as "conduit" for sending the messages to their communities

- Organization of public hearings, Town Hall Meetings holding of community meetings/durbars/fora at central locations throughout the Municipality to disseminate information

The following presents the detailed dissemination strategy:

Table 8.1: Detailed Strategic Approach for Information Dissemination

Activity	Dissemination Strategy	Target/Interest Group	Time frame	Responsibility	Expected Output
Stakeholders debriefing sessions	MPCU to conduct debriefing sessions for an annual basis	All key stakeholders	Two weeks after conduct of end-of year M&E when draft report would also be ready for dissemination	MPCU/Committe e	Brief report on the deliberations and consensus reached
General Assembly Meetings	Presentation of key issues on projects	Assembly members, sub-committees, Development Partners, Donor Agencies	On quarterly basis and when any Donor or Development Partner makes a special request to satisfy their reporting requirements	MPCU/MCE/Co mmittee	Brief report on outcomes of the meeting
Community Sensitization	Education using Public Address system (information Vans)	Beneficiary communities and Area Councils	Semi-annually	MPCU/Assembly Members/Area Councils	Assessment of level of community/Area Council appreciation of the impact of DMTDP
Public hearings	Community interface meetings through public hearings	Beneficiary communities	Annually	MPCU/Assembly members/Area Councils	Assessment of level of community/Area Council appreciation of the impact of DMTDP
Media discuss	Radio/FM discuss, Editorials, commentaries etc.	General Public	Monthly	MPCU/MCE/NG Os	Level of general public's appreciation through phone-ins etc.

Submission of Reports	Delivery of hard and soft copies of M&E reports (monthly, quarterly, annual progress reports) on schedule	RPCU, NDPC, Donor Agencies/Development Partners, NGOs	As prescribed by the NDPC Calendar	MPCU	Acknowledgement of receipt of reports and feedback
Visits to projects sites	MPCU conduct monitoring with key stakeholders	All key stakeholders	quarterly	MPCU/MCE/NGOs	Stakeholder satisfaction and popular participation
Notice Boards	Postings of trial balance and reports	General public	monthly	MPCU/MCE/NGOs	Stakeholder satisfaction and popular participation
ICT Based platforms	Live presentations and update on website	General public	quarterly	MPCU/MCE/NGOs	Stakeholder satisfaction and popular participation

Source: MPCU, 2025.

Appendix 1: Bibliography

- National Development Planning Commission (December, 2024) Guidelines for Preparing 2026-2029 Medium-Term Development Plans
- National Development Planning (System) Regulation, 2016 (L.I. 2232).
- Ministry of Environment, Science and Technology (2011), Manual for the Preparation of Spatial
- Plans, Town and Country Planning Department
- National Development Planning (System) Act, 1994 (Act 480)
- National Development Planning (System) Regulations 2016, L.I. 2232
- National Development Planning Commission (2014), National Monitoring and Evaluation Manual
- National Development Planning Commission Act, 1994 (Act 479)
- National Development Planning Commission Regulations 2020, L.I. 2402
- Public Financial Management Act, 2016 (Act 921)
- Public Financial Management Regulations 2019, L.I 2378
- The 1992 Constitution of the Republic of Ghana

Appendix 2: Definition of the Compatibility Ratings

DEFINITION SCORE	SCORE
Strongly Compatible – Goals strongly reinforce each other	2
Compatible – Goals are mutually supportive	1
Neutral – Goals neither support nor hinder each other	0
Somewhat Conflicting – Goals may occasionally interfere	-1
Conflicting – Goals are likely to work against each other	-2

Source: MPCU: 2025

Appendix 3 Goal Compatibility

GOAL	GOAL 1: Build a resilient economy for all	GOAL 2: Protect natural and built environment	GOAL 3: Create equal opportunities for all	GOAL 4: Maintain a stable, united and responsive local governance	**GOAL 5 Foster diaspora engagement**
GOAL 1: Build a resilient economy for all		1	1	1	1
GOAL 2: Protect natural and built environment	1		1	2	1
GOAL 3: Create equal opportunities for all	1			2	2
GOAL 4:	1	2	2		2

maintain a stable, united and responsive local governance					
GOAL 5 Foster diaspora engagement	1	1	2	2	

Appendix 4: Sustainability analysis of the Programmes (internal consistency/compatibility)

Programme: Economic Development		
CRITERIA – BASIC AIMS AND OBJECTIVES	**INDICATORS**	**PERFORMANCE MEASURE**
EFFECTS ON NATURAL RESOURCES		
Protected Areas and Bio-diversity: conserve biodiversity in protected areas	Sensitive areas shown on map	(0) 1 2 3 4 5
Land take: PPP should minimize the take up of large tracts of arable and habitable lands	Size of arable land used	(0) 1 2 3 4 5
Energy: Increased conservation and efficient energy utilization practices; Increase the share of renewable energy resources in the energy-mix; Diversity energy supply sources to improve upon security of supplies;	Quantity and type of fuel/energy to be identified	(0) 1 2 3 4 5
Climate Change : avoid/minimize emission Carbon Di oxide, Sulphur di oxides, Nitrogen oxides etc.	Quantity and type of emissions into the atmosphere	(0) 1 2 3 4 5

Pollution: Avoid /minimize pollution on environment – noise, oil-spills, efficient effluent management schemes, protection of water bodies from contamination, flooding)	Quantity and type of pollutants and waste to be identified	(0) 1 2 3 4 5
Local Raw Materials: Increase/promote reliance on local energy resources; increased use of local input (e.g. wood poles foe electrification, insulators made form clay).	Quantity and type of raw materials	(0) 1 2 3 4 5
Water Bodies: Minimize destruction of natural state of rivers and water bodies;	Vulnerable areas shown on map	(0) 1 2 3 4 5
Scenic Beauty/Aesthetic: Aesthetic features of water bodies and landscapes should be conserved and improved where feasible.		(0) 1 2 3 4 5
Sensitive Ecological Zones: The natural state of sensitive ecological sites should be maintained (e.g. preserve vegetation along banks of rivers & lakes).		(0) 1 2 3 4 5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS		(0) 1 2 3 4 5
Local Character: PPP should enhance and/or maintain social cohesion of local communities.	Opinions of local communities to be assessed	(0) 1 2 3 4 5
Health: Should minimize the incidence of diseases	No of people sensitized on health issues	(0) 1 2 3 4 5
Well-being: The PPP should benefit the local communities in terms of well-being, nutrition, shelter education, and cultural expression.	No of people exposed to diseases or poor nutrition to be assessed	(0) 1 2 3 4 5

Gender: should encourage and empower women and promote access, control and usage of energy resources for women and young people	No of women to be empowered	(0) 1 2 3 4 5
Population Displacement: minimize the displacement of persons and communities.	No of people displaced to be assessed	(0) 1 2 3 4 5
Local participation: Encourage participation of local folks (especially the vulnerable and the exclude) to instill sense of ownership and protection projects/facilities.	Level of participation proposed	(0) 1 2 3 4 5
Access of the poor to energy, land and watery: activity should improve access to basic resources.	Number of poor to be assisted	(0) 1 2 3 4 5
Sanitation: Activity should improve sanitation.	Quality of the environment	(0) 1 2 3 4 5
Equity: Adverse and beneficial impacts distributed equally, ensure equal access to opportunities for improved standard of living (sharing or allocation of development projects, energy resources, incomes, education, information).	# of the poor to be benefit on equitable terms	(0) 1 2 3 4 5
Vulnerability & Risk: PPP should minimize exposure of communities to drought, bushfire, floods, crises and conflicts and epidemics.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
Public Safety: PPP should promote public safety and reduce occupational health and safety.	Occurrence to be noted and monitored	(0) 1 2 3 4 5
EFFECTS ON THE ECONOMY		(0) 1 2 3 4 5

Economic Growth: PPP should result in development that encourages strong and stable conditions of economic growth.	Economic output to be evaluated	(0) 1 2 3 4 5
Local Material and Services: Increase/promote reliance on Indigenous energy resources; increased use of local input materials (e.g. wood poles for electrification, insulators made by clay)	Availability and usage to be assessed	(0) 1 2 3 4 5
Local retention of capital: PPP should encourage local retention of capital	Description of investment strategy	(0) 1 2 3 4 5
Local economic linkages: PPP should encourage the development of downstream industries, utilizing local raw materials, products and labor.	Description of investment strategy	(0) 1 2 3 4 5
Public/Private Partnership: PPP should promote public/private partnerships i.e. domestic and foreign investments so as to free consolidated funds or more pressing social needs.	Description of investment strategy	(0) 1 2 3 4 5
Energy Cost: minimize the cost of energy generation, distribution and usage	Efficient use of energy to be assessed	(0) 1 2 3 4 5
Waste to Energy: Promote the use of waste to energy options/ technologies	Efficient use of energy to be assessed	(0) 1 2 3 4 5
INSTITUTIONAL ISSUES		
Adherence to democratic principles: The PPP should facilitate democratic principles		(0) 1 2 3 4 5
Human rights: PPP should promote human rights		(0) 1 2 3 4 5

Access to information: PPP should promote access to information		(0) 1 2 3 4 5
Regulation/Compliance: PPP should ensure best practice and compliance with environmental / industrial standards and guidelines.		(0) 1 2 3 4 5
Research and Development: PPP should promote research and development of efficient and sustainable energy sources.		(0) 1 2 3 4 5
Technology and skill transfer: the PPP should encourage the transfer of technology and skills transfer to local people.	No of local artisans employed	(0) 1 2 3 4 5

Appendix 5: Suhum Zonal Council

PROJECTS	**FREQUENCY**	**NAMES OF COMMUNITIES**
EDUCATION SECTOR		
6 Unit Classroom Block	11	Adarkwa, Okorase township, Sra, Jerusalem, Ayekotse M/A, New Town North ,Otwe No. 2, Vocational School Community, Mememhweso, Abenabo No. Amenshia
3 Unit Classroom Block	8	Tetekasom, Suhum Krobom, Tei-Mensah,Okanta, Abisim, Jerusalem, Ayekotse M/A, Abenabo No. 1
2 Unit KG Block	17	Gorjiase, Dr. Malbel, Ateibu, Adarkwa,Otwe No. 1, Adwoobo, Fianko2, Mobusco, Wedokum, Magazine Area, Ayekotse Zongo , Omenako, Densuso, Niifio, Jerusalem, Israel , Otwe No. 2
Construct Crèche	1	Kofigya

Re-Location of the J.H.S to its Old Site	1	Obretema
Provision of Adequate Educational Infrastructure/ Construct School/ Construct Classroom Block	8	Mile 44, Otwe No. 2, Aponopono, Bro. Emma, Okorase Town, Omenako, Tetekasom, Ahenbronmu(Vocational School)
Completion J.H.S Block / 6 Unit Classroom	4	Densuso, Oboadaka, Otwe No. 2, Memhwoso
Renovation of School Building	7	Tetekasom, Okorase township, Kofigya ,Suhum M/A Exp, Kokooso, Jato, Kwayia
Re-Roofing of Buildings	1	Omenako
Construction of Teachers Bungalows	4	Ateibu, Aponoapono No. 2, Okunam,Abenabo No. 2
WATER AND SANITATION SECTOR		
Construct Public Toilet	21	Gorjiase,Yaw-Kwamena,Ali,Kumfa,New life, Kpankpai Junction, Highways, Mile 44,New town, Otwe No. 1, Council, Mobusco, Wedokum, Magazine Area, Niifio, Krobomu, Tei-Mensah, Light House Chapel Down, Amenshia, Tetteh Nkwanta, Vocational School (Ahenbronmu)
Construction of School(J.H.S) Toilet	1	1. Adarkwa
Renovation of School Toilet	1	New Town-New town school
Complete Construction of Toilet Facility	8	Tei-Mensah, Kwabena Kumi, Kofigya ,Community Center, Otwe No. 1, Adarkwa, Aboyor (Ayebronmu North) Vocational School
Repair of Toilet Seats	1	1. Omenako
Provision of Refuse Sites	7	Mile 44, Highways, Kpankpai Junction, New life, New town, Kumfa, Ali

Evacuate Refuse Dump	3	Adarkwa, Jerusalem, Dr. Apaloo Down
Construct Drains/ Improve Drainage System	11	Ayekotse Zongo, Okorase Town, Ayebronmu North(Anglican School Area) ,Oforikrom, Ayebronmu North-Jesus Jesus, Asantewa Area, Mobusco , El-Shadai, Dan Villa,Wedokum, Post Office down
Construct Gutters	6	Apostle Ayim, Jesus Jesus-(Near Adarkwa road), Paapa Yesu Area-(Near New Generation School), Anglican School (Near Water Works), Aboyor Area, Ahenbronmu(Behind former Amponsah School)
Provision of Refuse Containers	17	Mile 44, Highways, Kpankpan Junction ,New life, New town, Kumfa, Ali, Dr. Malbel, Round About, Apostle Ayim ,Adarkwa, Amenshia, Tetteh Nkwanta, Romanmu, Gariba Zongo(Hands-Islamic School),Sunshine-Rapha Area, Paradise
Construct/Provision/Drilling of Boreholes	34	Gorjiase,Ahafi, Aseidu- Nkwanta, Yaw-Kwamena, Amanfrom, Akwateng, Apetsevi, New Town, Ntabea, Council ,Wedokum, Magazine Area, Papa Ayeh,Omenako, Niifio, Krobomu, Konfa,Atteh, Kofigya Yoko No.1, Jerusalem,Dr. Apaloo Down, Apostle Ayim,Adarkwa, Otwe No. 1, Otwe No. 2,Ntunkum, Mile 44 School(M/A),Second Chance Church Area, Fianko,El-Shadai, Papa Ayeh, Abenabo No. 1 ,Yorku)nu, Fire Service Area
Construct Mechanized Borehole	11	Okorase township, Papa Ayeh, Council, Wedokum, Fianko, Obretema,

		Densuso,Nmgbertsonya, Gateway Area, Apostle Ayim,Ahenbronmu-Vocatioanl Area
Repair of Boreholes	11	Niifio, Tei-Mensah, Kofigya Yoko No.1,Aseidu-Nkwanta, Aponoapono No 1,Sutesco Area, Light House Chapel Down ,Adarkwa, Okorase, Kwayia, Jato
Provision of Portable Water	15	Otwe No. 2, Ntunkum, Ntabea, Okanta,Praprabida, Kwasikponkpo, Apostle Ayim, Israel , Dr. Apaloo Down, Post Office-Ahenbronmu, Romanmu, Gariba Zongo(Hands-Islamic School), Sunshine-Rapha Area, Osukyerema, Gethsemane
Replacement of Poly Tank	1	Omenako
ROADS SECTOR		
Construction of Roads	44	Gorjiase, Ahafi, Amanfrom, Ali, Kumfa,Gateway area, New life, Kpankpan Junction, Highways, Mile 44, Akwateng ,Aponoapono No. 2, Nsuta-Wawase,Apetsevi, Ateibu, Ateibu-Abledu,Kokotesua, Safrosa, Aponoapono No 1,Wedokum, Magazine Area, Dr. Malbel,Bro. Emma, Konfa, Atteh2, Blood of Jesus, Highways area, Kwasikponkpo, Apostle Ayim, Light House Chapel Down, El-Shaddai, Jerusalem, Israel , Dr. Apaloo Down,Adarkwa, Okroase Main Road, Adwoobo Road, Mememhweso,Abenabo – Wedokum, Wawanya,Mr. Brown Area-Ahenbronmu, Romanmu, Osukyerema, Gethsemane
Reshaping of Roads	22	New Town, Sutesco Area, Dan villa Area,Nmgertsonya, Okorase township, Adwoobo, Council, Mobusco, Asantewa Top,

		Abisim, Sra, Praprabida, Dr. Apaloo Down, Apostle Ayim, Kwasikponkpo,Adarkwa-A8korte, Adarkwa- Adortowa Road, Dawa-Ntabea, Tetekasom, Fianko Police Station Area, Gariba Zongo(Hands-Islamic School)
Construction of Speed Rumps	6	Okanta, Okunam, Bokor, Ayekotse M/A, Suhum-Anglican-Presby Junction, Suhum(Post office area)
Rehabilitation of Roads (Second Coat)	1	Ntunkum
Fix or Clear blocked lanes/roads	3	Sunshine-Rapha Area, Paradise, Gethsemane
Construction of Bridges/Foot Bridges	23	Mile 44, Highways area, Kpankpai Junction, New life, New town-Omega School Area, Kumfa, Ali, Nmgertsonya,Ntabea, Asantewa Top, Ayebronmu North(Near the Anglican School), New town(Ali, SDA Area), Kwasikponkpo,Apostle Ayim, Light House Chapel Down,Dr. Apaloo Down,Yaw-Kwamena ,Wedokum,Adwoobo, El-Shadai,Verma Area, Ahenbronmu-Near Landmark Chapel,Romanmu
Repair of damaged bridges	1	Gariba Zongo(Hands-Islamic School)
ELECTRICITY SECTOR		
Extension Of Electricity/Light Extension	30	Obretima, Safrosa, Kokotesua, Ateibu-Abledu, Ateibu, Apetsevi, Nsuta-Wawase,Aponoapono No.2, Akwateng, Aponoapono No 1, Akroponfom, Adarkwa, Ntunkum, Adwoobo, Fianko, Magazine Area, Densuso, Bokor, Abisim ,Kwasikponkpo, Jerusalem, Israel ,Light House Chapel, Dr. Apaloo Down, Otwe No.2,

		Wedokum, Romanmu, Sunshine-Rapha Area, Paradise, Osukyerema, Gethsemane
Provision of Street Lights/Bulbs	30	New Town ,Nmgertsonya, Dan villa Area ,Sutesco Area, Otwe No. 1, Ntabea, Okorase township, Mobusco, Asantewa Top, Magazine Area, Papa Ayeh, Ayekotse Zongo, Kwasikponkpo, Light House Chapel Down, El-Shaddai, Dr. Apaloo Down, Ntunkum, Adarkwa,Otwe No.2, Anglican Community, Mile 44, Market Square, Cocoa Service Community, Amanfom, Ahafi, Tetekasom, Yaw Kwamena, Wedokum ,Fire Service Area, Ahenbronmu(Police Station Area)
Improve lighting system	2	Gariba Zongo(Hands-Islamic School), Sunshine-Rapha Area
Repair or Replace New ECG Meter	2	Omenako, Jato
MARKET SECTOR		
Construct Market	6	Aponopono, Blood of Jesus, Dr. Malbel, New Town Area, Mile 44(Near Yesu Mo),Kokooso
INFORMATION CENTER AND EVENT CENTER		
Construct Public Library	1	Kwabena Kumi
Renovatio8n of Community Center	1	Community Center
Installation of Network Pole	1	Praprabida
Weeding of Public Cemetery	1	Omenako
Construction of Shelter And Storeroom	1	Omenako
HEALTH SECTOR		

Construct CHPS Compound/ Health Center/Polyclinic	9	Ateibu, Nmgertsonya, Adarkwa, Otwe No. 2, Wedokum, Obretema,Tei-Mensah,Okanta, Osukyerema
Construct Mini CHPS Compound/ Health Center/Polyclinic	1	Main Market
Complete CHPS Compound/ Health Center/Polyclinic	2	Ayekotse Zongo, Kwabena Kumi
Renovation of CHPS Compound/ Health Center/Polyclinic	2	Ntunkum, Okanta
Posting of Health Workers to Newly Built CHPS Compound/ Health Center/Polyclinic	1	Krobomu
Repairs of Leaking Roofs in Office Building	1	Suhum Ambulance Station
Construction of Ambulance Bay	1	Suhum Ambulance Station
SECURITY SECTOR		
Provision of Security Personnel	11	Mile 44, Highways, Kpankpai Junction, New life, New town, Kumfa, Ali, Dan-Villa, Asantewa Top, Mobusco Area, Paradise
Provision of Fire Tender	1	Suhum-Fire Service
AGRICULTURE SECTOR		
Controlling of animal rearing activities	1	Paradise

Appendix 6:AKORABO ZONAL COUNCIL NEEDS ANALYSIS.

NEEDS/ASPIRATIONS	FREQUENCY	NAMES OF COMMUNITIES
EDUCATION SECTOR		
6 Unit Classroom Block	5	Miawani, Simatare- My Name, Mamendornya, Sawa, Dademantse
3 Unit Classroom Block	3	Anomansa, Santramor No. 1, Kukua
2 Unit KG Block	10	Ampedwae, Bebianeha, Abrodiem, Simatare- My Name, Zorh ,Mamendornya, Sawa, Metemano, Aboabo, Odonkosi
Renovation of School Building	5	Kwahyia, Jato, Akorabo, Dademantse, Metemano primary
Fencing of School wall	2	1. Amede 2. Metemano basic
WATER AND SANITATION SECTOR		
Construct Public Toilet	10	Supresu, Obuotumpan, Kwahyia, Amede , Koransang, Mamendornya, Sawa, Akorabo, Metemano, Kukua
Construct Toilet Facility For Schools	2	Koransang, Dademantse
Household latrine	2	Supresu, Obuotumpan
Evacuate Refuse Dump	3	Supresu, Akorabo, Obuotumpan
Dredging of Rivers	3	Kukua, Akorabo, Amede
Provision of Refuse Containers/ dust bin	5	Akorabo, Metemano, Supresu , Amede , Sawa
Construct Mechanize borehole	1	Asarekrom
Construct/ Supply Boreholes	19	Kwahyia, Jato, Lenya, Betease, Owawase, Kradaso, Mamendornya, Akorabo, Wekpeti, Nartey Osei,

		Zutsanor, Bebianeha No. 1, Bebianeha No. 3, Ampedwae, Mangoduase ,Gyedi, Asoromu, Odonkosi, Obotanso
Portable water	7	Koransang Kese, Simatare- My Name, Santramor No. 1, Kofi Kinni, Yawboadi, Kukua, Odonkosi
Repairs of Boreholes	10	Amoa Krom, MIAWANI, Mamendornya, Akorabo, Supresu No. ,Zorh, Koramameng, Odzobi, Kukua, Ayesugba
Turning boreholes with hand pumps into mechanized boreholes	1	Zorh
ROADS SECTOR		
Construction Of Roads	15	Betease, Odjobi, Simatare- Zongo, Kofi Kinni, Zorh, Akorabo ,Wekpeti, Asarekrom, Metemano, Aboabo, Yawboadi, Nartey Osei, Yaw Badu Dagbe Afransu Dede Wai, Nartey Osei,Odonkosi
Reshaping of Roads and Bridges	17	Owawase, Kradaso, Miawani, Anomansa, Koransang, Abrodiem ,Koransang Kese, Wekpeti, Supresu, Apese, Korso, Bebianeha Obotanso, Zorh junction–Otumfo, Koramameng, Akorabo, Amanese
Construct Bridges	2	Abrodiem, Akorabo-Amanase road
MARKETS		
Construction of market facilities	2	Koransang Kese, Akorabo
ELECTRICITY		
Extension Electricity	10	Jato, Koransang Kese, Mamendornya, Sawa, Akorabo, Khese

		, Kukua, Obuotumpan, Koko Junction, Zutsuno
Provision of street lights	5	Mamendornya, Sawa, Akorabo, Kukua , Koramameng
INFORMATION CENTER AND EVENT CENTER		
Construct information Centre	3	Lenya, Akorabo , Amede
Provide Good Communication Network	3	Anomansa, Supresu, Kukua
Construction of event centers	2	Mamendornya, Sawa, Supresu
Construction of durbar ground	3	Asarekrom, Supresu, Kukua
HEALTH SECTOR		
CHPs Compound/ Health Center/Polyclinic	11	Kwao Nartey,Abrodiem, Zorh, Sawa, Akorabo, Asarekrom ,Kukua, Kromameng, Obuotumpan, Ampadwae, Dademantse
Construction of 1No Nurses Quarters	2	Akorabo, Kukua
Construction of 2 No Laboratory Facilities	2	Akorabo, Supresu
Stalled Government Projects(Specify)	2	Akorabo, Supresu

Appendix 7: NANKESE ZONAL COUNCIL NEEDS

PROJECTS	**FREQUENCY**	**NAMES OF COMMUNITIES**
EDUCATION SECTOR		
6 Unit Classroom Block	1	Nankese Ningo

3 Unit Classroom Block	2	1. Abomina Nkatekwan 2. Nankese Ningo
2 Unit KG Block	2	Abomina Nkatekwan, Brong-Densuso
Building of School	1	Nankese Ningo
Building Of Senior High School	1	Nankese Ningo
Provision of Mono Desk for school pupil	1	Abomina Nkatekwan
Replacement/Roofing of leaking roofing sheets for schools	2	Ninkese Ningo, Nankese Oyekoye
Wiring of Schools	1	Nankese Ahenbronu
Renovation Of Police Post	1	Ahenbrom
WATER AND SANITATION SECTOR		
Construct Public Toilet	8	(OB) Township Obomonfodensua, Ahenbrom, Nankese Oyekohe, Nankese Poultry Farm/Ayim- Aboagy J.H.S, Nankese Agyeikrom, Brong-Densuso ,Kpose, Akotey
Construction of 1 No. Seater WC/ Construction of 6 Seater KVIP	3	Ahenbronmu North, United Primary, Nankese
Construct Toilet Facility For Schools	1	Ninkese Ningo
Household Latrine	2	Adidiso- Asarekrom, Brong-Densuso
Evacuate Refuse Dump	1	Brong-Densuso

Dredging of Nankese Rivers/Streams	4	Nankese Ahenbronu, Nankese Poultry Farm/Ayim-Aboagy J.H.S, Nankese Oyekohe/Agyeikrom, Nankese
Construction of drainages	1	Ahenbrom
Provision Of Refuse Containers	6	Nankese Oyekohe/Agyeikrom,Nankese The Point, Nankese Agyeikrom, Brong-Densuso,GCB Shed/CMB, Ayisikrom
Construct Mechanised Boreholes	4	Ahenbrom, Nankese Oyekoye, Nankese Newtown, Nankese The Point
Construct Boreholes	15	Nankese Agyeikrom,Nankese Ningo, Nankese Poultry Farm/Ayim- Aboagy J.H.S,Nankese,Oyekohe/Agyeikrom,Ahenbrom,Abomina Nkatekwan, Brong-Densuso, Ayisaa, Atwakan, Dawa Teiie, Adjanor, Ayisikrom, Addo Nkwanta, Kumikrom, Trio
Portable Water	6	(OB)- Klorbom, (OB) Township, Obomonfodensua, Adidiso-Kokosiase, Adidiso-Nkwantwa, Nankese Quarters
REHABILITATION SECTOR		
Rehabilitation Of Existing Structure	1	Ninkese Ningo
ROADS SECTOR		
Construction Of Roads/ Extension of road	13	(OB)- Klorbom,Adidiso-Aseidu junction, Adidiso-Kokosiase,Adidiso-Nkwantwa, Adidiso-Asarekrom ,Nankese Agyeikrom, Nankese Newtown, Nankese The Point, Nankese Quarters, Nankese Poultry farm ,United Primary, GCB Shed/CMB,Addo Nkwanta
Rehabilitation of Feeder Roads Project	1	Nankese Ahenbrom

Reshaping of Roads / st8reet	10	Nankese Ningo,Nankese Poultry Farm/Ayim- Aboagy J.H.S, Oyekohe/Agyeikrom, Ahenbrom, Brong Noi Ayisaa, United Primary, GCB Shed/CMB, Kumikrom ,Trio
Construction of Bridges	2	Nankese Poultry Farm/Ayim- Aboagy J.H.S 2,Nankese Oyekoye/Agyeikrom
ELECTRICITY		
Extension Electricity	14	(OB) Township Obomonfodensua, Adidiso-Nkwantwa ,Adidiso,Obourtumpan Mampnmu, Brong-Densuso ,Ahenbrom2, Nankese Poultry farm, Nankese Quarters ,Nankese The Point, Nankese Newtown, Nankese Agyeikrom, Ayisaa, United Primary, GCB Shed/CMB
Provision/ extension Of Street Lights/Bulbs	14	Nankese Newtown, Nankese Ningo, Nankese Poultry Farm/Ayim- Aboagy J.H.S, Adidiso-Asarekrom , Adidiso-Nkwantwa, Adidiso-Kokosiase, Adidiso-Aseidu junction, Brong Noi, Akotey, Ayisikrom, Addo Nkwanta ,Kumikrom, Trio, Adjanor
INFORMATION CENTER AND EVENT CENTER		
Construction of event/ Community centers	3	Nankese Ahenbronu, Brong Densuso, Abomina Nkatekwan
HEALTH SECTOR		
CHPs Compound/ Health Center/Clinic	7	Kwao Nartey, Abrodiem, Zorh, Sawa, Akorabo, Akotey ,Ayisikrom
Construction of 3No Laboratory Facilities	1	Nankese
Health Post	1	Abomina Nkatekwan
Construct Nurses quarters	1	GCB Shed/CMB

Construct funeral ground	1	Ayisaa
SPORTS SECTOR		
Construction of football pitch	1	Ahenbrom

Appendix 7 Knowledge mapping matrix

Knowledge Area	Knowledge Holders	Knowledge Sources	Knowledge Gap
Monitoring & Evaluation (M&E)	Michael Agyemang, Kweku Addae Mensah,	M&E framework, Progress Reports, NDPC tools, training materials	New tools needed
Community Engagement	Ivan Kwaku, Ernest Kumi, Michael Anorkye	Traditional Leaders, CBOs Community meetings, participatory reports, PM&E sessions	Gaps in effective feedback mechanisms and stakeholder mapping
Data Collection & Analysis	Prince Kwao, Alex Tetteh, Michael Agyemang, Kweku Addae	Surveys, census data, sector-specific reports, GIS tools	Limited use of digital tools; lack of training in advanced analytics
Knowledge Management Systems	Prince Kwao, Alex Tetteh, Emmanuel Ansah	File storage systems, digital repositories, meeting records	No centralized platform for storing and sharing knowledge
Gender & Social Inclusion	Ernest Esi, Nana Yaa, Dr. Paul Addison	Gender mainstreaming manuals, CSO reports, community dialogue sessions	Limited data disaggregation and analysis of gender specific needs
Climate Change & Environmental Management	Thomas Samni, Samuel Dzisah,	Environmental assessment reports, MoFA bulletins, donor resources	Low awareness of climate-resilient planning tools

Appendix 8 Competency Matrix for Learning

Competency	Training Program	Evaluation Criteria	Learning Objectives
Strategic Planning	Strategic Development Planning Workshop	Pre/post-assessment, facilitator feedback	Strengthen capacity in results-based and participatory planning
Monitoring & Evaluation (M&E) M&E evaluations	Tools and Data Management Training	Simulation exercises, fieldwork	Improve skills in tracking, measuring, and reporting project outcomes
Communication	Effective Communication Workshop	Peer Feedback	Improve Oral Presentation Skills
Gender & Social Inclusion	Gender Mainstreaming in Planning & Budgeting Workshop	Gender-sensitive project review, case studies	Increase knowledge on integrating gender and equity in development
Data Collection & Analysis	GIS & Statistical Software Training (e.g., Excel, SPSS)	Hands-on assignments, data interpretation tasks	Enhance capacity in data accuracy, visualization, and interpretation
Knowledge Management	Digital Tools & Knowledge Sharing Practices	Workshop Knowledge sharing platform usage audit	Strengthen use of tools for capturing, storing, and sharing learning
Community Engagement & PM&E	Participatory Monitoring and Social Accountability Training	Stakeholder feedback, role-play exercises	Build competencies in facilitating community-driven feedback processes

Annex 1: Public Hearing Report

SUHUM MUNICIPAL ASSEMBLY

REPORT ON FINAL PUBLIC HEARING ON THE MUNICIPALITY MEDIUM-TERM DEVELOPMENT PLAN 2026-2029

Name of Municipality: Suhum

Region: Eastern

Venue*:* Community Center, Suhum

Date: **30th July, 2025**

Introduction

The guidelines for the preparation of Municipality Medium-Term Development Plans (DMTDP) 2026-2029 enjoins Assemblies to ensure popular participation in the preparation of the plans. To this end, the Suhum Municipal Assembly organized its final public hearing on the plan to present the final plan for their input for finalization.

Medium of Invitation

The Suhum Municipal Assembly sent written invitation letters to the various stakeholders to invite them to the Public Hearing two weeks before the scheduled date. The Assembly also used CIC to invite people to the hearing.

Identifiable Representations

The following identifiable groups attended the hearing:

i. The Traditional Authority
ii. Trade Associations
iii. Non-Governmental Organizations
iv. Political Parties
v. Local Council of Churches
vi. The Municipal Imam
vii. Ministries, Departments and Agencies
viii. Assembly Members

ix. Unit Committee member
x. Ghana National Association of Tailors and Dressmakers
xi. Ghana National Association of Garages
xii. Woodworkers Association of Ghana
xiii. Ghana Association of the Physically Disabled
xiv. Suhum Civic Union
xv. Suhum Development Agenda
xvi. Governance Issues Forum Network
xvii. Suhum Landlords and Tenants Association

Total Number of Persons at hearing:

A total of One Hundred and Ninety-Two (192) people made up of 126 males and 66 females attended the hearing.

Language Used

English language was used to do the presentation and was translated into Twi, the predominant language of the people invited. Discussions and deliberations were however conducted in only the Twi language.

Major Issues

The following were the major issues that were raised in order of importance:

i. Poor nature of roads in the Municipality especially during the raining season
ii. Some school structures in poor conditions
iii. Lack of street lights in communities posing security threat
iv. Betting Centers allowing children under 18 years to place bets
v. Low supervision of the revenue mobilization drive of the Assembly

HON. LYDIA OHENEWAA SARAH
SUHUM MUNICIPAL CHIEF EXECUTIVE
MUNICIPAL CHIEF EXECUTIVE
SUHUM MUNICIPAL ASSEMBLY
SUHUM

Municipal Co-ordinating Director: 23/10/25

Hon. Presiding Member...23/10/25

Planning Officer: 23/10/25

Annex 2: Glossary

Term	Definition
Assumption	Positively-stated external factors which are important for the success of the intervention, are probable (not certain/unlikely) to happen, and are beyond its control.
Environmental Impact Assessment (EIA)	A process of identifying, predicting, evaluating and mitigating the biophysical, social and other relevant effects of proposed projects and physical activities prior to major decisions and commitments being made
Evaluation	The systematic and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, developmental efficiency, effectiveness, impact and sustainability.
Goal	The long-term result that an intervention seeks to achieve, which may becontributed to by factors outside the intervention.
Indicator	A unit of measurement that helps determine what progress is being made towards the achievement of an intended result (objective).
Monitoring	The routine collection and analysis of information in order to track progress, check compliance and make informed decisions for project/programme management
Objective	The intended results of an intervention which can split by levels of increasing significance, for example outputs, outcomes and goal.
Outputs	These are goods and services to be produced in given period in order to achieve stated objectives.
Policy	A general course of action or proposed overall direction that a government or other institution is, or would be, pursuing and which guides ongoing decision making.
Problem	An existing negative situation
Programme	A coherent, organized policy framework or schedule of commitments,

	proposals, instruments and/or activities that elaborates and implements policy, eventually comprising several projects
Project	A proposed capital undertaking, typically involving the planning, design and implementation of specified activities
Stakeholder	A functional category of actors with a direct dependency on certain environmental resources, in terms of their use and management for specific goals. In many cases the stakeholder is also the ‘primary actor
Strategy	This identifies what is needed to achieve a policy goal. They are specific and measurable targets for accomplishing a goal. They mark interim steps towards achieving an agency’s long-term mission and goal
Sub-Programme	A distinct grouping of services of activities that fall within the framework of a budget programme