

SEKONDI-TAKORADI METROPOLITAN ASSEMBLY



MEDIUM-TERM DEVELOPMENT PLAN [2022-2025]

Prepared by: Metro Planning and Coordinating Unit [MPCU]

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Foreword

The National Development Planning Commission (NDPC) Act 1994, (Act 480), the Local Governance Act 2016, (Act 936) and National Development Planning System Regulations 2016, L.I. 2232 provides the basis for all local authorities to prepare Medium-Term Development Plans (MTDP) every 4 years.

The Plan is to guide the process and content of change towards the desired state of the Metropolis. The Plan also reflects the current and future expectations of the citizenry.

In 1996 the first District Medium-Term Development Plan was prepared based on the “Vision 2020” document and this plan covered the period 1996-2000. Since then, the Assembly has been preparing MTDP based on guidelines issued periodically by the National Development Planning Commission (NDPC)

The current plan covers the period 2022 to 2025 and it is based on the Medium-Term National Development Policy Framework dubbed- “Agenda for Jobs: Creating Prosperity and Equal Opportunity for All. The overall goal of the Assembly is to improve the quality of life of the people in the Metropolis within a public-private partnership growth environment and reduce poverty by expanding opportunities for all. The plan is geared towards the nation’s current development focus and planning regulations to ensure that there is a balance between bottom-up and top-down intervention to enhance efficiency in project identification, formulation, planning, resource mobilization, implementation, monitoring, and evaluation to achieve equitable and sustainable development.

As we chart our way forward, the plan will guide the Metropolitan Planning Coordinating Unit (MPCU), various departments and other local development actors in achieving the desired development medium-term goals and objectives of the Assembly. This Plan will provide not only critical public services but also, facilitate the creation of jobs and wealth to support Ghana’s transformation to a Ghana beyond Aid. The Assembly will ensure that the planning process takes into consideration harmonization of spatial planning and effective participation from all key stakeholders such as CSOs, Private Sector, etc.

It is our utmost belief that the intricate participation by a wide cross-section of the community members during identification, planning, implementation, monitoring, and evaluation of projects and programmes will guarantee the achievement of key objectives of decentralization and the targets of this plan.

As a Metropolis, we have no doubts whatsoever that judicious use of resources, timely implementation of development strategies, effective monitoring and evaluation, efficient community involvement in all developmental interventions will speedily guide us towards our desired development level. We hope that this plan will contribute immensely to Ghana’s attainment of the Sustainable Development Goals.

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METROPOLITAN CHIEF EXECUTIVE

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List of Acronyms

ANC	-	Antenatal Care
APR	-	Annual Progress Report
BAC	-	Business Advisory Centre
BECE	-	Basic Education Certificate Exams
BNI	-	Bureau of National Investigation
CBD	-	Central Business District
CBO	-	Community Based Organization
CEPS	-	Customs Exercise and Preventive Service
CNC	-	Center for National Culture
CoST MSG	-	CoST Multi-Stakeholder Group
CSO	-	Civil Society Organization
DACF	-	District Assembly Common Fund
DDF	-	District Development Facility
EHMD	-	Environmental Health & Management Department
GETFUND	-	Ghana Education Trust Fund
GHS	-	Ghana Health Service
GoG	—	Government of Ghana
GPHA	-	Ghana Ports and Harbours Authority
GPRS	-	Ghana Poverty Reduction Strategy
GSGDA	-	Ghana Shared Growth and Development Agenda
GUMPP	-	Ghana Urban Management Pilot Project
GWCL	-	Ghana Water Company Limited
IGF	-	Internally Generated Fund
LEAP	-	Livelihood Empowerment against Poverty
LLINs	-	Long Lasting Insecticidal Nets
MAC	-	Metro AIDS Committee
MCD	-	Metro Coordinating Director
MCE	-	Metro Chief Executive
MES	-	Metro Education Directorate
MESEC	-	Metro Security Committee
MPCU	-	Metropolitan Planning and Coordinating Unit
MTDP	-	Medium Term Development Plan
MWCA	-	Ministry of Women and Children Affairs

NADMO	-	National Disaster Management Organization
NDPC	-	National Development Planning Commission
NFED	-	Non-Formal Education Division
NGO	-	Non-Governmental Organization
NHIS	-	National Health Insurance Scheme
NMTPF	-	National Medium Term Policy Framework
OGP	-	Open Government Partnership
OPD	-	Out- Patient Department
PERD	-	Planting for Export and Rural Development
PIP	-	Public Infrastructure Projects
PFJs	-	Planting for Food and Jobs
PLWHA	-	People living with HIV/AIDS
PPD	-	Physical Planning Department
PPP	-	Public, Private Partnership
PRCC	-	Public Relations & Complaints Committee
PSP	-	Private Sector Participation
PWD	-	Persons living with Disability.
SHEP	-	Self Help Electrification Programme
SMC	-	School Management Committee
SSNIT	-	Social Security and National Insurance Trust
STI	-	Science, Technology and Innovation
STMA	-	Sekondi Takoradi Metropolitan Assembly
SWD	-	Social Welfare Department
TAs	-	Traditional Authorities
UDG	-	Urban Development Grant
VRA	-	Volta River
WASSCE	-	West Africa Secondary School Certificate Examination
WASH	-	Water, Sanitation, and Hygiene
WMD	-	Waste Management Department
YIEDIE	-	Youth Inclusive Entrepreneurial Development Initiative for Employment

Executive Summary:

The Sekondi-Takoradi Metropolitan Assembly has been preparing four-year Medium-Term Development Plans (MDTPs) since 1996. The last of these plans were prepared in 2018 to address the needs and aspirations of the people of Sekondi-Takoradi Metropolitan Assembly (STMA) within the Agenda for Jobs Equal Opportunity and Prosperity for all (MTDP 2018-2021) framework. The current plan which covers the period 2022 to 2025 is strategically crafted to respond to the new National Medium Term Development Policy Framework (NMTDPF 2022-2025). It is aimed at giving direction and guidance to the Metropolis as it strives towards the achievement of the NMTDPF goal of building a prosperous society, creating opportunities for all, safeguarding the natural environment, and ensuring a resilient built environment, and Maintaining a stable, united, and safe society.

The Sekondi-Takoradi Metropolitan Assembly exists to improve the living conditions of the metropolis through the provision of sustainable socio-economic development and good governance that is responsive to the needs of the people. The Metro's vision is to become a world-class city with modern infrastructure, social services, best governance, attractive business, and a living environment. The core values include fairness, equitable distribution of resources, equal opportunities for all, zero tolerance for corruption, transparency, and accountability. The main functions of the Sekondi-Takoradi Metropolitan Assembly are enshrined in the Local Governance Act, 2016 (Act 936) part one section 12 where the Assembly exercises political, administrative, deliberative, legislative, and executive functions.

Plan Preparation Process

The process of preparing the Plan was participatory and was prepared in line with the guidelines of the National Development Planning Commission. The process started with the formation of a Plan Preparation Taskforce, which included members of the Metro Planning Coordinating Unit (MPCU). The Taskforce gathered data from the following sources with strict adherence to COVID-19 protocols: Communities using various questionnaires and Focus Group Discussions, Existing Community Action Plans, Departments of the Assembly, the Sekondi-Takoradi Sub-Metros Spatial Plans, and the 2018-2021 Medium Term Development Plan.

Various Stakeholders meetings were held at the three Sub-Metros to solicit the views of all identified interest groups in the Metropolis. The Task team carried out detailed desk work using data collected to perform the following processes: Performance review/situational analyses, Identification of Key development issues, Assessment of crosscutting issues and impact analysis, Formulation of Development goal, objectives, and strategies, Formulation of Programme of Action, Generation of Annual Action Plans, Public Hearing and Adoption of Plan by the General Assembly

Development Priorities

Production infrastructure will be expanded to boost agriculture, industrial production, and the service sector especially the tourism industry. The development of the individual especially the marginalized, vulnerable, and excluded in society has also been given serious attention. As a result, the plan allocated a high proportion of the investment to infrastructure development and the provision of basic social services. As a way of promoting economic activities, particular attention

was given to the strengthening of the institution of local governance and improving the decision-making processes. Priorities of the plan were based on the thematic areas of the NMTDPF. Thus within the medium-term policies and programmes that will be pursued would be based on the prioritization of key development issues. It is expected that policies and programmes that will be pursued would focus on the under listed priority areas; The Specific Priority Sectors and Intervention Areas include; Private sector development, Agriculture and aquaculture development, Local Economic Development, Tourism, Roads and Transport, Health, Education, Revenue Mobilization, Social protection, Housing and slum upgrading, Water and Sanitation and Waste Management.

Attention will be focused on the above-named sectors and areas within the medium term. This is necessary due to limited financial and human resources which have always imposed choices on policymakers. The above was also prioritized because the successful implementation of programmes and projects in these sectors will impact significantly on the majority of the population especially the poor and the vulnerable as well as promote equity, job opportunities, and increasing income in a sustainable way.

The projects and programme for the 2022-2025 plan period are expected to cost a total of GHS **3,136,156,495** whilst the expected revenue for the plan period is estimated at **GHS727,825,910**. This indicates that there would be the need to develop new strategy to finance a gap of **GHS2,408,330,585**.

This is expected to be financed through grants and internally generated funds. Experience from the past has shown that over-reliance on grants has often delayed the implementation of plans. Thus, more attention will be placed on Internally Generated Funds where the Assembly has the greatest potential and the use of public-private partnership arrangements to address development interventions within the plan period.

Structure of the Document

The plan is presented in Seven (7) chapters and the first chapter follows after the Executive Summary. It gives a synopsis of the analyzed status of the Metropolitan Assembly in implementing programmes and projects under the thematic areas of the MTDP 2018-2021 as well as an analysis of the current situation or baseline of the Metropolis. It also gives a summary of key development issues identified from the situational analysis and profile. The spatial implications of these issues are also identified.

Chapter One: Situational Analysis of the Sekondi Takoradi Metropolitan Assembly

1.0 Performance review on programmes and finances (2018-2021)

The aim of the review of the 2018-2021 MTDP is to determine the status of the implementation of the plan, its achievements, challenges, and constraints to implementation, key issues/gaps associated with the planned objectives and targets, and its implications towards the development of the Metropolis. The results will serve as lessons for the 2022-2025 MTDP.

The objectives adopted from the Medium-Term National Development Policy Framework – MTNDPF and targets set by the Metropolitan Assembly as well as departmental reports and the Annual Progress Reports- APR prepared for the year between 2018 to 2021 were used for the review of the Plan. The details and level of achievements of the plan under review have been presented for four Development Dimension as follows:

- Economic Development
- Social Development
- Environment, Infrastructure and Human Settlements
- Governance, Corruption and Public Accountability

Table 1 below shows the various sectors, indicators, baseline figures for 2017, targets set for 2018-2021 as well as development outcomes for the plan period under review. It must be noted that data obtained for the review were those that were available by the mid-year of 2021. Core District indicators, as well as Metro specific indicators, were reviewed.

Table 1: Performance Review of 2018-2021 MTDP

Sectors	Indicator	Baseline (2017)	2018-2021 Medium-term target (Cumulative)	Development Outcomes	
ECONOMIC DEVELOPMENT				Year	Data
CORE INDICATORS	Total output in agricultural production				
	Maize	935.609Mt	32,000 MT	2020	22,114.599 MT
	Rice (milled),	N/A	N/A	N/A	N/A
	Millet	N/A	N/A	N/A	N/A
	Sorghum	N/A	N/A	N/A	N/A
	Cassava	20,296.98 Mt	58,650.55 MT	2020	59,383 MT
	Yam	N/A	N/A	N/A	N/A
	Cocoyam	140 MT	420 MT	2020	MT
	Plantain	3,525Mt	10,735 MT	2020	10,927 MT
	Groundnut	N/A	N/A	N/A	N/A
	Cowpea	N/A	N/A	N/A	N/A
	Soybean	N/A	N/A	N/A	N/A
	Cocoa	N/A	N/A	N/A	N/A
	Shea butter	N/A	N/A	N/A	N/A
	Oil palm	N/A	N/A	N/A	N/A
	Cashew nut	N/A	N/A	N/A	N/A
	Cotton	N/A	N/A	N/A	N/A
	Cattle	150	520	2020	2,461
	Sheep	2,500	7,400	2020	22,700
	Goat	3,500	11,250	2020	61,425
	Pig	1,400	4,350	2020	5,572
	Poultry	250,000	900,000	2020	501,481
	The total amount of subsidized seeds distributed to farmers (metric tonnes)	Pepper=0.000049 tons	Pepper=0.000063tons Maize=1.98 tons Cabbage=0.000237 tons Tomato=0.000003 tons	2020	Pepper=0.000048tons Maize=2.55 tons Cabbage=0.000121 tons Tomato=0.000002 tons
	Fertilizer application rate (kg/ha)	NPK=5 bags/ha Urea=2.5 bags/ha	NPK=5 bags/ha Urea=2.5 bags/ha	2020	NPK=3.5 bags/ha Urea=1 bags/ha
	Total number of beneficiary farmers with access to various agriculture technologies	1,783	4,962	2020	5,213
	Coverage of flagship agriculture programme of Planting for food and Jobs:				

	Number of Beneficiary farmers	587	3,428	2020	2,500
	Number of Extension officers	2	17	2020	10
	Number of young people engaged under the Planting for Food and Jobs	752	2,414	2020	1,984
	Percentage of arable land under cultivation	N/A	N/A	N/A	N/A
	Number of new industries established				
	Agriculture	2	22	2020	7
	Industry	35	78	2020	76
	Service	68	255	2020	207
	Number of new jobs created				
	Agriculture	5	33	2020	15
	Industry	29	150	2020	122
	Service	41	267	2020	227
DISTRICT SPECIFIC INDICATORS	Number of AEAs in the Districts	N/A	8	2020	6
	Number of Farm/Home visits conducted by AEAs	N/A	4320	2020	3552
	Number of Farmer/FBOs Trainings Held	N/A	4	2020	4
	Number of Yield Studies conducted	N/A	40	2020	40
	Number of businesses supported	187	876	2020	971
	Number of `businesses linked to financial institutions	10	75	2020	104
	Number of people supported to start-up a business	10	50	2020	56
	Number of people that received skill training	120	350	2020	446
	SOCIAL DEVELOPMENT				
CORE INDICATORS	Net Enrolment Ratio				
	Kindergarten	37.3	68.4	2019	85.8
	Primary	52.1	99.5	2019	117.8
	JHS	40.6	79.5	2019	72.6
	Gender Parity Index	0.96	1.92	2018	1.04
	Kindergarten	1.02	2.02	2019	1.99
	Primary	1.06	2.1	2019	1.95
	JHS	1.08	2.01	2019	2.03
	SHS	0.96	1.92	2019	1.98
	Completion rate				
	Kindergarten	N/A	50.0	2019	55.0

Primary	67.7	135.9	2019	136.5
JHS	57.8	160.4	2019	115.3
SHS	16.8	32.4	2019	111.4
Number of operational health facilities				
CHP Compound	22	30	2020	27
Clinic	18	23	2020	23
Health Centre	4	5	2020	5
Hospital	6	7	2020	7
Proportion of population with valid NHIS card (Total STMA 2017 Projected Population = 422,314. Total STMA 2020 Projected Population = 450226.) Male- 48.9% Female – 51.1				
Male	53,428 (26.4%)	81,084 (40%)	2020	92,694 (42%)
Female	55,832 (25.9%)	86,321 (40%)	2020	101,264 (44%)
Indigents	898	13,757	2020	4,759
Informal	62,463	39,610	2020	26,897
Aged	3,284	6,704	2020	5,035
Under 18years	28,169	46,824	2020	26,540
Pregnant women	3,431	4,957	2020	2,374
Number of births and deaths registered				
Birth (total)	7,015	52,996	2020	21,996
Male	3,552	26,843	2020	11,006
Female	3,463	26,153	2020	10,990
Death (total)	835	18,288	2020	3,122
Male	426	9,816	2020	1,731
Female	409	8,072	2020	1,391
Percent of population with sustainable access to safe drinking water sources				
District	92.5	93	2020	98
Urban 95.6% (416,860)	93.2	98	2020	95
Rural 4.4% (19,186)	88.1	90	2020	89.6
The proportion of the population with access to improved sanitation services				
Urban 95.6% (416,860)	51.6	60	2020	55.5

	Rural 4.4% (19,186)	39.4	50	2020	52,9
	Maternal mortality ratio (Institutional)	410/100,000LB	500	2020	731/100,000LB
	Malaria case fatality (Institutional)				
	Sex	0.13	0.32	2020	0.8
	Age group	>5years	>5years	2020	>5years
	Number of recorded cases of child trafficking and abuse				
	Child trafficking (sex)	3	0	2020	1
	Child abuse (sex)	32	70	2020	67
DISTRICT SPECIFIC INDICATORS	Examination Pass Rate			2020	
	BECE Pass Rate	75.38	85.0	2020	95.9
	WASSCE Pass Rate	85.52	88.0	2020	73.28
	Pupils-to-trained teacher ratio in basic schools	21:1	38:1	2020	48:1
	Proficiency rate				
	English P3	45	105	2020	110.83
	Math P3	40	95.1	2020	104.48
	English P6	50	115	2020	121.49
	Math P6	48	99	2020	102.74
	JHS3-SHS1 Transition Rate	40.1	115	2020	180.99
	SHS Retention Rate	42.3	118.8	2020	134.45
	Under-5 Malaria case fatality Rate	0.5	0.1	2020	1.1
	Doctor-to-population ratio	1:9,671	1:21,500	2020	1:23,017
	OPD attendance	638,895	2,100,000	2020	913,524
	Under five malaria admission	1,537	3,300	2020	3,064
	Nurse-to-population ratio	1:188	1:800	2020	1:1,769
	Per capita expenditure on health	7.96	26.9	2020	15.3
	Still birth rate	2.3	2.0	2020	2.7
	HIV prevalence rate	3.0	2.0	2020	2.6
	Percentage of PLHIV who received anti-retroviral therapy	100	100	2020	100
	Number of staff trained on social enquiry reports and probation services	3	9	2020	7
	Number of case management services provided to children (including family tracing and reunification of children in Residential Home Care (RHC) and probation services to children in conflict with the law	266	1,350	2020	1,766

	Number of abandoned babies identified	5	30	2020	22
	The number of abandoned babies cared for and supported.	5	30	2020	22
	Number of missing children	10	35	2020	20
	Number of missing children identified cared for and supported	10	35	2020	20
	Number of hospitals with social services	3	9	2020	9
	Number of hospitals without social services	10	30	2020	30
	Number of people that received social services at the hospitals	NIL	110	2020	114
	Number of communities benefiting from LEAP	42	108	2020	108
	Number of LEAP beneficiaries	953	4,360	2020	4,360
	Number of NGOs Monitored	6	4,360	2020	4,360
	Number of child protection practitioners who are equipped to use the child protection case management system	N/A	14	2020	14
	Number of child protection practitioners who were trained on Inter-Sectoral Case Management SOP	N/A	30	2020	30
	Number of NGO's including RHC trained on the Case Management SOPs	N/A	3	2020	3
	Number of girls and boys who have suffered from violence benefiting from supported social welfare/social services	N/A	M=300 F=300	2020	M=211 F=280
	How many of the children reached by MMDAs social work/social services were children with disabilities? (M/F)	N/A	30	2020	20
	Number of girls and boys who have suffered from violence benefitting from supported social welfare/social services (by protection concerns/typology)	N/A	Maintenance =300 Custody=20 Access=80 Abandoned Children =0 Welfare=200 Missing Children=0 Child Neglect=0	2020	Maintenance=243 Custody=15 Access=53 Abandoned Children=1 Welfare=162 Missing Children=12 Child Neglect=5
	Number of girls and boys who are referred to health, justice, police and other services	N/A	Health F=5 M=3 Justice F=0 M=2 Police F=0 M=0	2020	12

			Other Service M=1 F=1 Total =12		
	Number of cases received from the police (Type and Sex)	N/A	Missing CHN Females=8 Males=7 Total = 15 Abandoned CHN Females=10 Males=4 Total = 14	2020	Missing CHN Females=7 Males=4 Total 11 Abandoned Female=0 Males=1 Total 1
	Number of people reached with child protection and SGBV information (Child Protection Toolkit) (Male/Female/Boy/Girl)	N/A	2000	2020	0
	Number of LEAP household members on NHIS (Form Registered/Renewed)	N/A	Pregnant Mothers=6 Adolescent Girls (10-19) =51	2020	51
	Number of households with adolescent girls benefitting from LEAP Programme	N/A	8	2020	8
	Number of regional inter-sectoral monitoring visits	N/A	0	2020	0
	Number of meetings to discuss integrated services (Type Sub-committee, etc)	N/A	1	2020	1
	Number of boys and girls in RHCs profiled (Sex)	N/A	Males= 18 Females=12	2020	Males=7 Females=4
	Number of boys and girls reunified with their families (Sex)	N/A	Females=8 Males =7	2020	Males =7 Females=4
	Number sub-standard RHCs closed	N/A	0	2020	0
	Number of children placed in foster care (Sex)	N/A	Females=7	2020	Females=3
	ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT				
	Percentage of AAP with climate change mitigation and adaptation strategies				
	Number of communities trained in disaster prevention and management (especially bush fires and flooding)	8	48	2020	23
	Number of disaster-prone communities	15	0	2020	22
	Number of drought cases recorded	10	0	2020	0

	Number of rainstorms cases recorded	20	0	2020	37
	Number of disaster risk reduction strategies	20	60	2020	22
	Number of deaths caused by Disasters	0	0	2020	8
	Percentage of road network in good condition	114.6%	144%	2020	136.46%
	Percentage of communities covered by electricity	95.5%	98%	2020	97.5%
GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY					
	Reported cases of crime				
	Total	N/A	1300	2020	1288
	i. Men,	N/A	700	2020	733
	ii. Women	N/A	460	2020	515
	iii. Children	N/A	140	2020	40
	Percentage of annual action plan implemented	81.6	85	2020	81.2
	Number of communities affected by disaster				
	I. Bush fire	0	0	2020	0
	ii. Floods	12	38	2020	24
	iii. Domestic fire	0	32	2020	29
	Number of disaster-prone communities	15	40	2020	22
	Number of drought cases recorded	10	15	2020	0
	Number of rainstorms cases recorded	20	65	2020	37
	Number of FIRE cases recorded				
	i. Domestic	34	0	2020	89
	ii. Industrial	2	0	2020	16
	iii. Vehicular	14	0	2020	28
	iv. Commercial vehicles	11	0	2020	44
	v. Electrical fires	5	0	2020	22
	vi. Institutional	0	0	2020	3
	vii. False alarms	1	0	2020	10
	viii. Bush fires	6	0	2020	40
	ix. Others	13	0	2020	26
	TOTAL	86	0	2020	278
	Number of deaths, missing persons and affected by FIRE per 100,000 people				

	i. Death	3	0	2020	6
	ii. Missing	0	0	2020	0
	ii. Injuries	0	0	2020	6
	iv. Affected persons	208	0	2020	91
	v. Road Traffic Collision (RTC). Incidents Attended	0	0	2020	13
	Number of participants at Townhall meetings (Male and Female				
	Total	1,072	1700	2020	2222
	Males	697		2020	1468
	Females	375		2020	754
	Number of community durbars organized	30	85	2020	66
	Total number of participants present at community durbars (Male/Female				
	Total	2,850	3,000	2020	7,074
	Males	1,452	1,600	2020	2,940
	Females	1,398	2,000	2020	4,134
	Police-citizen ratio	1.:2739	1.:500	2020	1.: 1500
	Number of Area council offices constructed	0	3	2020	0

1.1 Financial Performance (2018-2021)

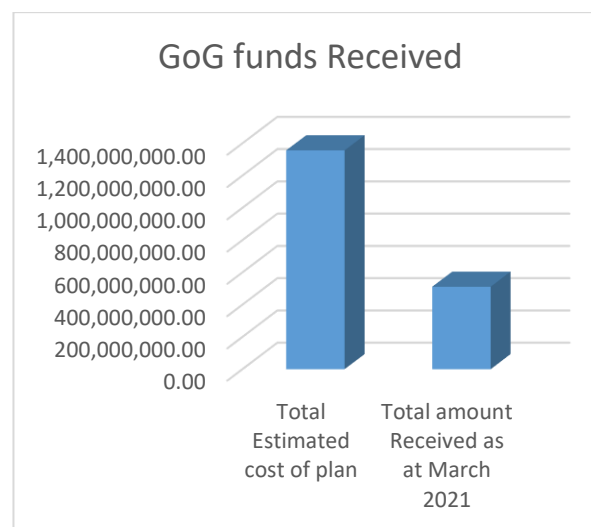
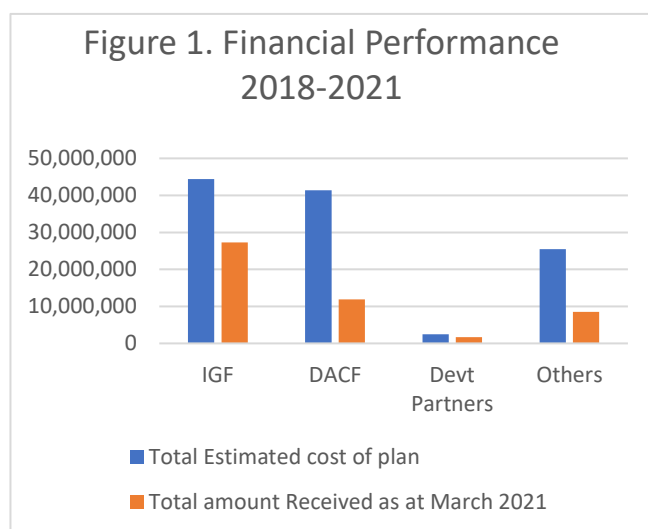
The section looks at the total projected revenue and actual receipts from all sources earmarked for the execution of the 2018-2021 medium-term development plan. The Assembly through the Ministry of Local Government, Decentralisation and Rural Development has secured a central government sovereign guarantee loan to redevelop the Takoradi Market Circle (phase 1) for forty-eight million Euros (GHC 312,000,000). The central government through the Regional Urban Roads Department has awarded roads projects within the period at a total cost of GHC 278,856,914.62 of which about 60% has been paid to the contractors. These form part of the estimated Government of Ghana source of funding for the plan. The cost of the market circle redevelopment project phase 1 has been added to the total receipt under the central government allocation since the funds for the project has been secured.

Table 2: Financial Performance 2018-2021 MTDP

Source of funds	Total Estimated cost of plan	Total amount Received as at March 2021	Variance
Government of Ghana (GoG)	1,356,376,546.23	511,068,511.75	-845,308,034.48
Internally Generated Fund (IGF)	44,448,505.00	27,322,668.17	-17,125,816.83
District Assembly Common Fund (DACF)	41,411,784.00	11,897,007.03	-29,515,776.97
Development Partners (UNICEF, OGP, CoST, UKIAD, MAG)	2,444,530.79	1,678,665.18	-765,895.61
Other (DDF, UDG, GUMPP)	25,500,000.00	8,488,785.11	-17,011,214.89
Total	1,470,181,366.00	533,132,969.07	-909,726, 738.78

Source: Metro Budget and Rating Unit 2021

Figure 1: Financial Performance 2018-2021



A total of One billion four hundred and seventy million, one hundred and eighty-one thousand, three hundred and sixty-six Ghana cedis was estimated for the implementation of the 2018-2021 MTDP. However, only five hundred and thirty-three million, one hundred and thirty-two thousand nine hundred and sixty-nine Ghana cedis representing 36.3% was received.

The pictorial presentation of the revenue sources indicates that the government of Ghana estimated cost plan is an amount of one billion, three hundred and fifty-six million three hundred and seventy-six thousand, five hundred and forty-six and twenty-three pesewas (1,356,376,546.23) from 2018-2021 whiles 511,068,511.75 was received as of March 2021 and 845,308,034.48 variances. The majority of the infrastructure projects such as roads, markets and transport terminals were projected to be funded from this source. The internally generated funds estimated cost was 44,448,505.00 whiles the variance was 17, 125,816.83.

Meanwhile, the District Assembly Common Fund estimated cost of plan was 41, 411,784.00 from the period of 2018-2021. The variance value is 29,515,776.97. The Assembly was able to realize 68.67% of the estimated amount from the Development Partners (UNICEF, OGP, CoST, UKAID, MAG) and mostly before the pandemic. The other funds from (DDF, UDG, GUMPP) were 25,500,000.00 for a cost estimated, whiles the variance was 17,011,214.89.

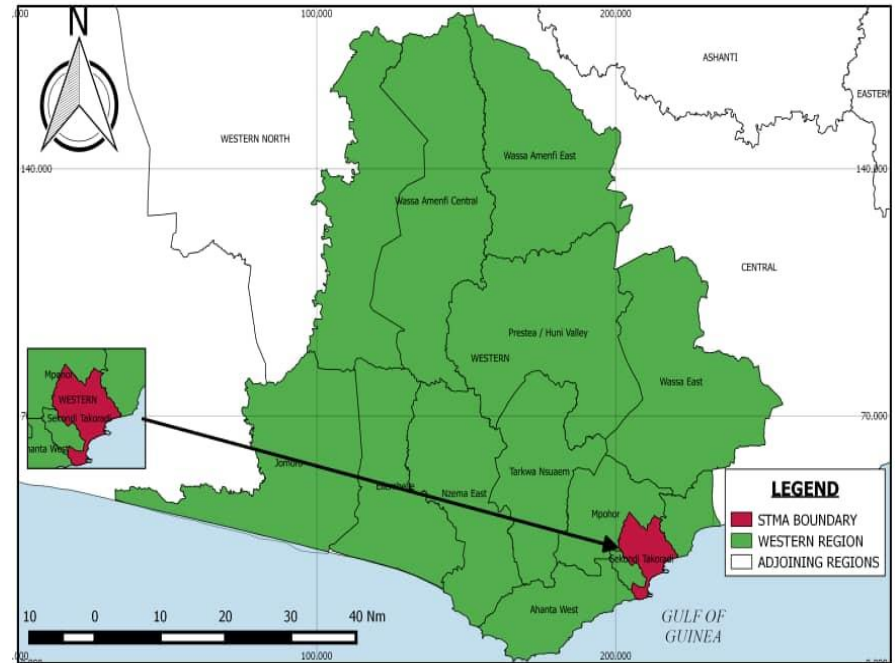
The abysmal performance of projected revenues for the plan implementation may largely be attributed to the impact of the COVID-19 pandemic and also the Assembly's inability to attract the private sector through Public-Private Partnership arrangements.

SEKONDI-TAKORADI METROPOLITAN ASSEMBLY IN NATIONAL CONTEXT

The map displays the geographical context of the Sekondi-Takoradi Metropolitan Assembly (STMA) within Ghana. The STMA is highlighted in red, situated in the Western Region, which is colored blue. The remaining 16 Ghanaian regions are shown in green. The map includes a north arrow, a scale bar (0 to 200 km), and an inset map of Ghana showing the location of the Western Region. The Gulf of Guinea is labeled to the south of the STMA.

LEGEND

- STMA BOUNDARY
- WESTERN REGION
- GHANA REGIONS



1.2 Metro Profile

1.2.1 Location

In 1930, the Sekondi Town Council was created to administer the development of the area under Town Council Ordinance No. 26. In 1946, the Takoradi area was joined to the Sekondi Town Council as one administrative council. By June 1962, the Sekondi-Takoradi Town Council was elevated to a Metropolitan Assembly. The name was changed to Shama Ahanta East Metropolitan Assembly (SAEMA) through a Legislative Instrument (LI) 1316 in 1994. However, in 2008 the name was changed to Sekondi-Takoradi Metropolitan Assembly (STMA) through an LI 1928 after Shama was elevated as a District.

The Sekondi Takoradi Metropolitan Assembly is located in the southern part of the Western Region with Sekondi as the administrative capital. It is about 280 Km from Accra and 130km from La Cote D'Ivoire. It is bordered to the North by Mpohor District, Shama District to the east, Effia-Kwesimintsim Municipal to the west and south by the Gulf of Guinea. The position of STMA along the proposed Abidjan –Legos corridor highway is strategic and can serve as a transportation hub and a haulage truck terminal with all its advantages

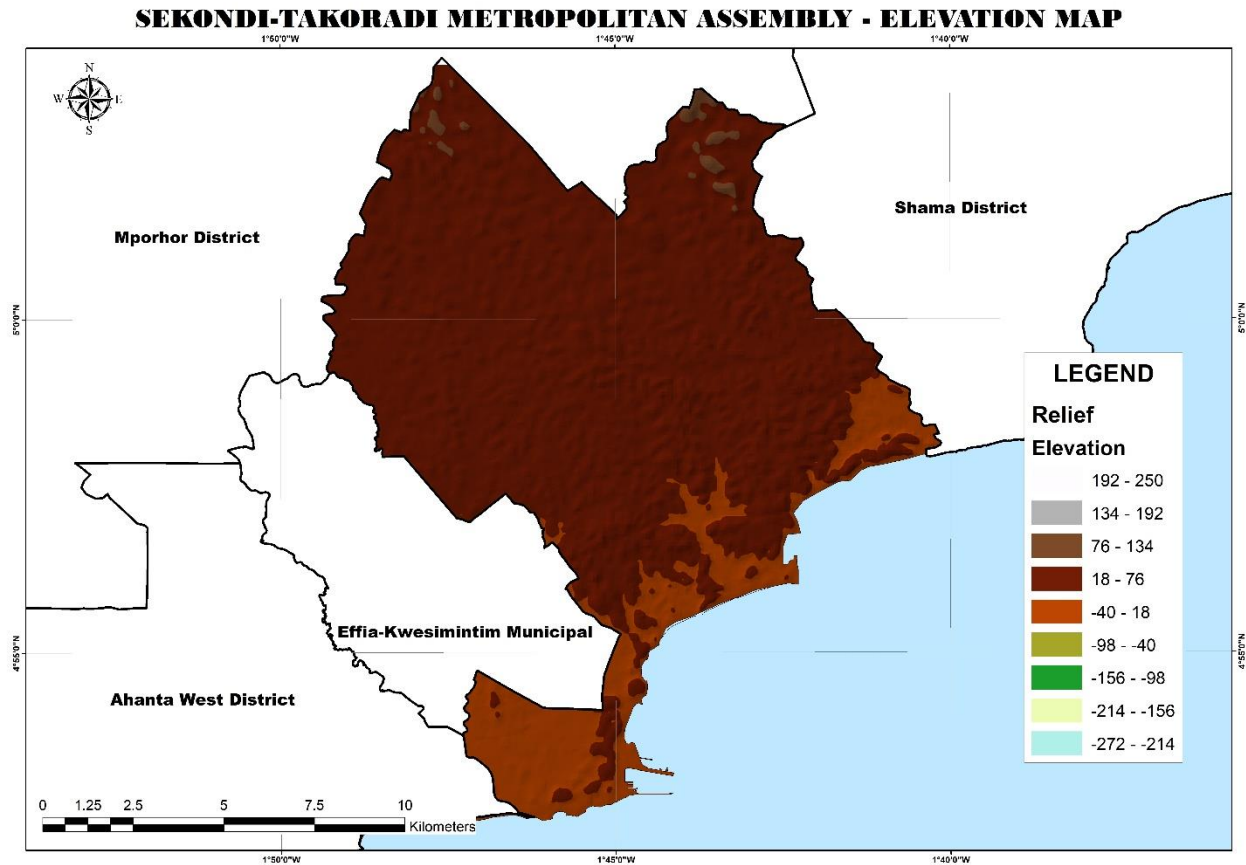
STMA is one of the fourteen (14) districts in the western region and has a total land area of 119 square kilometres. Though it is the smallest in terms of land size, it is the most urbanized and densely populated local government area in the Region. Rapid urbanisation has put a greater burden on the Metropolis in terms of the provision of urban infrastructure and services. To effectively make use of available land for development effort is directed towards the adoption of effective land administration and management in the Medium-term. Preference would be given to the construction of high-rise apartments and other socio-economic infrastructure.

1.2.2 Topography/Drainage

The central area of STMA has an altitude of 6m above sea level which is low lying. The low-lying areas in the Metropolis are interspersed with ridges and hills ranging from 30m – 60m high. The highest points of the city provide a panoramic view of the Metropolis. There are five (5) major drainage basins namely Pokuantra, Kansawura, Buwen, Anankwari and Whin in the Sekondi Takoradi Metropolis and a minor river basin at Ngyiresia. The Anankwari River, which is located to the east of the Metropolis, runs through the village of Eshiem. The area coverage of the Butre lagoon in 2010 was estimated at 86,404 (sq. meters) whilst Essei lagoon covered an area of 110,902 (sq. meters). The Whin estuary spanned an area of 652,202 (sq. meters).

The general low-lying nature of the topography especially in the coastal areas is a key challenge as heavy rains results in frequent flooding and as a result increase in pressure on storm drain infrastructure for vantage points of the Metropolis to avert flooding.

Figure 3: STMA Elevation Map



1.2.3 Climate

The average annual temperature of the Metropolis is 22 °C. The mean annual rainfall is about 1,380mm and covers an average of 122 rainy days. There are two rainy seasons, namely the major and the minor. 70% of the rainfall occurs in the major rainy season which is the month of March to July. These rains are sometimes accompanied by storms and slight thunderous activities. The minor rainy season in the metropolis is from September to November. It is short and severe and this leads to flooding in most of the communities in the metropolis. The dry seasons are short and pronounced which occur from August to September and a more extended one from December to February which ends as the Harmattan. The weather condition provides a propitious environment for aquaculture and crop production in the metropolis. In addition to the serene atmosphere, the metropolis is also favorable as a tourist attraction destination. This can be achieved through enhancing both the natural resources and old human settlement development for local and foreign investment.

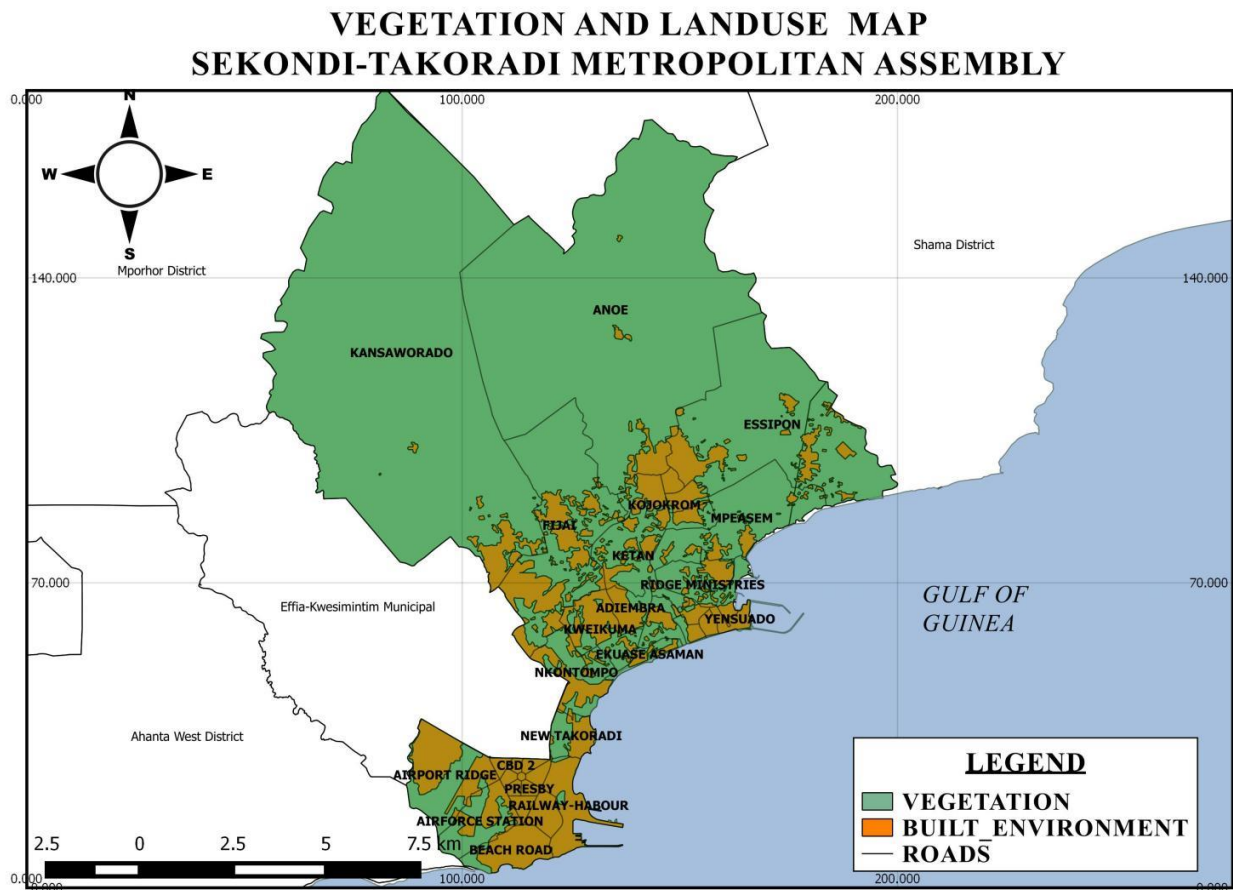
There is an issue of severe rainfall and a low lying of the coastal area which is below sea level. This normally results in frequent flooding. Nevertheless, there is a favorable weather condition for aquaculture and crop production and the climatic conditions are conducive and attractive to tourists.

1.2.4 Vegetation

The Metropolis has three main vegetation types, namely, mangrove, coastal scrub and savannah woodland

The Mangrove and coastal scrub are found in the southern and middle parts whilst the savannah woodland is found in the northern part respectively.

Figure 4: STMA Vegetation and Land Use Map



1.2.5 Geology

Geologically, shales and sandstones are the major rock types in STMA. These rocks are found on hard basement of granites, gneiss and schists. The landform of the coastline has been influenced by the faulting system. The water table is high and has a relatively high salt content on groundwater. This situation calls for adequate soil investigation before embarking on major infrastructure development. Most of these stone deposits are mainly found in Diabenekrom, Essipon, Kojokrom and Butumajebu. However, most of these sites have been encroached by private residential accommodation making it dangerous to the mining of the stones for construction purposes. The situation has resulted in a high cost of quarry materials thereby making construction cost high. There is the need for the Town and Country Planning Department to clearly demarcate the places that are yet to be developed

and create buffers to prevent the development of residential and other industrial properties close to the sites for stone mining.

1.2.6 Demographic Conditions

The 2010 Population and Housing Census (PHC) Report indicates that STMA has a total population of 559,548 and this constituted 23.5 percent of the population of the Western Region. This means that more than one out of every five persons in the Western Region was residing in the metropolis in 2010 (GSS, 2014). With an annual growth rate of 3.2%, the population was projected to reach 722,798 in 2018 before Effia-Kwesimintsim Sub Metro Council was carved out as a Municipality the population is currently projected at 422,314. The females form 51.1% compared to males who constituted 48.9%.

Provisional 2021 census figures released by the statistical service indicate a drastic reduction of the estimated population figures as presented above. The total population of the Metropolis is 245,382 of which male constitute 119,344 (48.6%) and that of the female is 126,038 (51.4 %)

The Sub-Metro breakdown of the population as per the provisional 2021 census indicate that Takoradi Sub-Metro has a total population of 50,065 and Sekondi Sub Metro has 54,772 while Essikado –Ketan 's population is 140,545 .

Analysis by the status of the place of residence indicates that the bulk of the population lives in the urban area (96.0%) compared to just four percent residing in the places classified as peri-urban. More than one out of every two persons living in the urban locality in the Western Region was found in the Sekondi-Takoradi Metropolis. In terms of age, the youth and the aged persons constituted about one-third (32.6%) and 6.1% respectively of the population, while the working population formed 61.3%. It emerged from the 2010 PHC Report that the total age dependency was 58.2%. There is congestion in built-up areas leading to the development of slum conditions as a result of the increase in urbanization.

Table 3: Sub-Metros Population

SUB-METRO	TOTAL POP.	MALE	FEMALE	TOTAL NO. OF HOUSEHOLDS	AVERAGE HOUSEHOLD SIZE	URBAN POPN	RURAL POPN	PROJECTED POPULATION (2021)
Takoradi	97,352	48,470	,48,882	88,075	3.6	97,352	-	138,426
Sekondi	70,361	33,828	36,533	66,999	3.5	70,361	-	100,047
Essikado-Ketan	159,218	77,412	81,806	155,160	3.9	144,886	14,332	226,393
Source: 2010 Population and Housing Census Summary Report of Final Results-May 2012								

Figure 5: 2010 Population and Housing Census

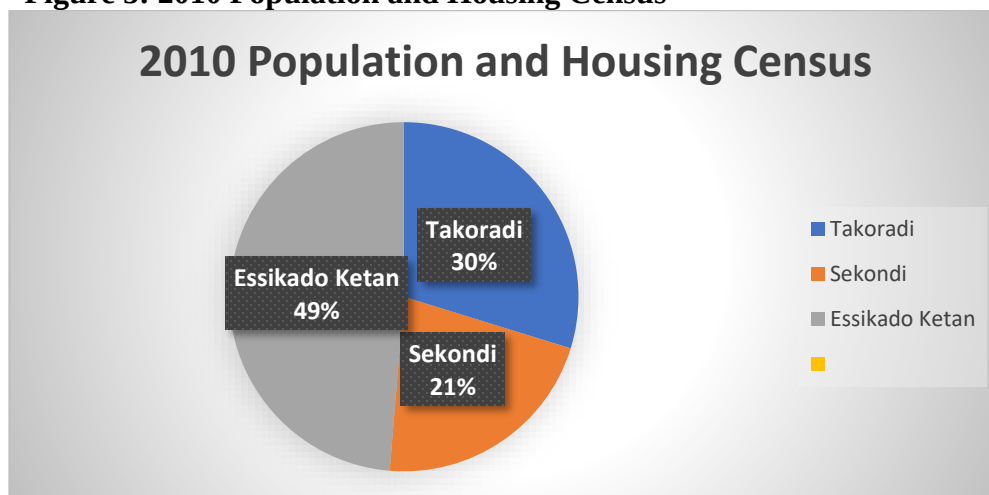
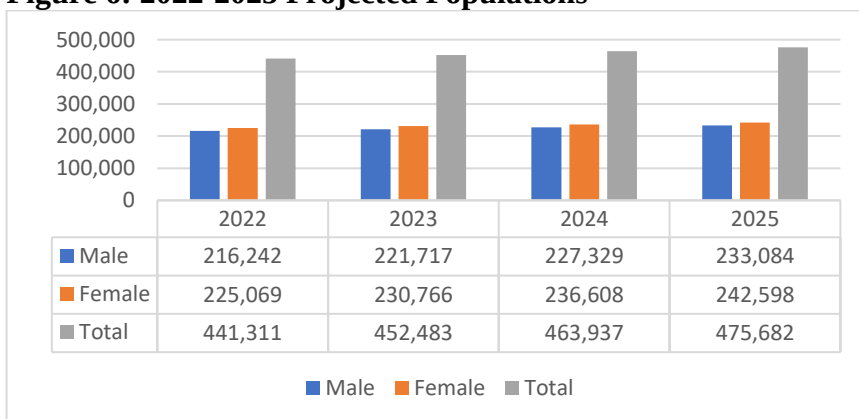


Table 4: Medium Term Population Projection (2022-2025)

	2010	2022	2023	2024	2025
Takoradi	97,352	131,411	134,738	138,149	141,646
Sekondi	70,361	94,977	97,382	99,847	102,375
Essikado-Ketan	159,218	214,922	220,363	225,941	231,661
Metro Population	326,931	441,311	452,483	463,937	475,682

Figure 6: 2022-2025 Projected Populations



1.2.7 Culture

Sekondi Takoradi Metropolitan Assembly traditionally can be classified into three paramount areas namely, Sekondi, Essikadu, and Takoradi, with Nana Kobina Nketsiah V as the paramount chief for the Essikadu paramount. Nana Whinney for now (from 2013) is the caretaker paramount chief of Sekondi paramount, Whilst Osahene Katekyi Busumakura III, is the paramount chief of Takoradi traditional area. The traditional councils are made up of various sub-chiefs and the councils meet regularly to discuss various issues related to the development of the traditional areas. The communal spirit is quite low in the urban areas which comprise 96.4% of the populace in areas such as Takoradi, Sekondi, Tanokrom, and Kwesimintsim communities. However, there is a high communal spirit among those living in the peri-urban areas such as Whindo, Assakae, Mpatado, Kansaworado, and Enoe. There is a need to promote the spirit of communalism among the people to aid the development of the metropolis.

The inhabitants of Sekondi-Takoradi are very friendly and exhibit hospitality. The majority of the population speak Fante but the main local dialects are Ahanta, Nzema, and Wassa. English is however the official language. The distribution of the proportion of ethnic groups in the Sekondi-Takoradi Metropolis is as follows Fante 46.5%, Ahanta 12.2%, Asante 12.2%, Nzema 3.8%, and Wassa 3.0%. The proportion of the rest of the ethnic groups is below 3%.

1.2.8 Festival

The main festival celebrated by the people in the Metropolis is Kundum Festival. It is celebrated on different dates by the various traditional councils and communities. The celebration often takes place in June and July and the dates rotate from community to community. The Kumdum festival has become a symbol of unity and development as it provides an occasion for residents to meet together for discussion of development projects. The occasion is also used to settle disputes which might have arisen among the people in the year.

Another festival that has gained much popularity in recent times is the Masquerading festival. This festival is organized by the Sky group of companies and brings together masquerading groups in the entire Metropolis. The celebration also involves dancing along the principal streets of the city by the various groups before a grand durbar at Takoradi. All these festivals attract a large following and therefore a good means of organizing the people for socio-economic development through talk and fund-raising activities to promote local development through culture.

1.2.9 Religion

Within the metropolis, Pentecostal or Charismatic (34.7%) dominates in the religious affiliation category followed by the Protestants (25.6%), Catholic (14.3%). Regarding the sexes, 4.7 percent of males have no religious affiliation whereas the female proportion is 2.2 percent (Population and Housing Census, 2010).

Table 5: Religion by Sexes

RELIGION	BOTH SEXES		MALES		FEMALES	
	Number	Percent	Number	Percent	Number	Percent
Total	559,548	100.0	273,436	100.0	286,112	100.0
No. Religion	19,359	3.5	12,963	4.7	6,396	2.2
Catholic	79,973	14.3	39,663	14.5	40,310	14.1
Protestant	143,302	25.6	68,234	25.0	75,068	26.2
Pentecostal/ Charismatic	193,931	34.7	90,802	33.2	103,129	36.0
Other Christians	65,812	11.8	31,932	11.7	33,880	11.8
Islam	52,322	9.4	27,370	10.0	24,952	8.7
Traditionalist	1,362	0.2	77	0.3	651	0.2
Other	3,487	0.6	1,761	0.6	1,726	0.6

1.2.10 Education**Table 6: Schools in the Metropolis**

TYPE	PUBLIC	REGISTERED PRIVATE SCHOOLS
Kindergarten	83	75
Primary	91	70
JHS	83	39
SHS	10	4
Special School	2	-
Total	269	188

Table 7: Teachers in the Metropolis (Public Schools)

LEVEL	TRAINED	UNTRAINED	TOTAL
Basic Schools	2,182	97	2,279
Senior High Schools	990	483	1,473
Special Schools	27	48	75
Grand Total	3216	285	3,501

Table 8: Enrolment Figures for Public Schools

LEVELS	BOYS	GIRLS	TOTAL
Kindergarten	3,740	3,647	7,387
Primary	13,544	13,492	27,036
JHS	7,118	7,485	14,603
Senior High Schools	10,659	13,969	24,353
Grand Total	35,061	38,318	73,379

Figure 7: BECE Performance in the Past Five Years
BECE Performance in the Past Five Years

2020	-	N/A
2019	-	95.90%
2018	-	95.90%
2017	-	75.38%
2016	-	58.27%

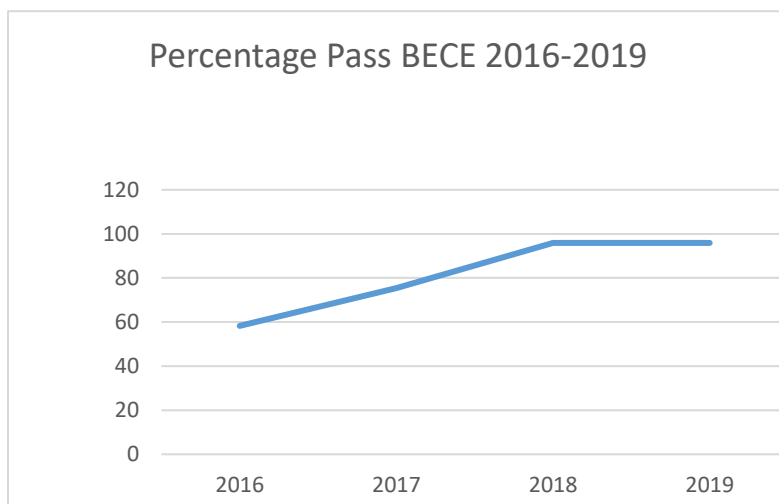
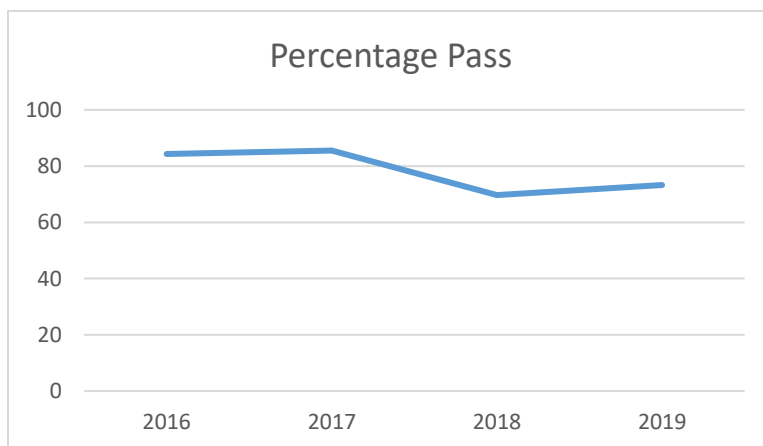


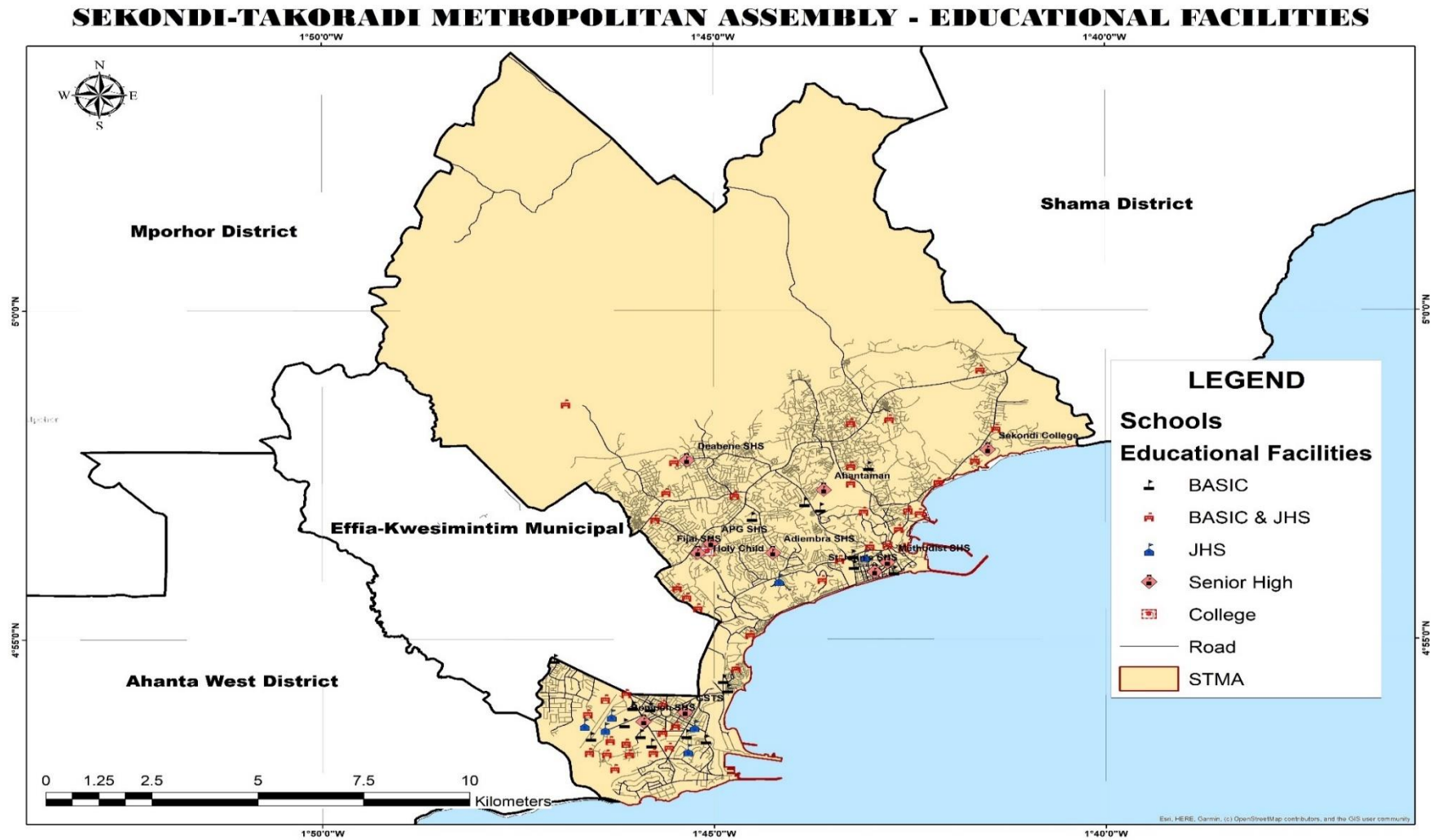
Figure 8: BECE Performance in the Past Five Years
WASSCE Performance for the Past Five Years

2020	-	N/A
2019	-	73.28%
2018	-	69.70%
2017	-	85.52%
2016	-	84.25%



From the above figures, the percentage pass for BECE keeps increasing over the years from 2016 to 2019 while the percentage pass for WASSCE keeps decreasing from 2016 to 2018. Extra efforts should be made to identify and address problems at the Senior High schools to improve performance while current performance at BECE levels are retained or improved further,

Figure 9: STMA Educational Facilities



1.2.11 Health Health Facilities

There are 64 health facilities made up of 7 Hospitals, 5 Health Centres (HC), 23 Clinics, 2 maternity homes (MH) and 27 functional CHPS \compounds.

The breakdown is as follows:

Table 9: Health facility by Ownership and Type

CATEGORY	GOV'T	PRIVATE	QUASI	CHAG	TOTAL
HOSPITAL	3	1	1	2	7
HEALTH CENTRES	5	0	0	0	5
CLINICS	2	18	2	1	23
MATERNITY HOMES	0	2	0	0	2
CHPS	27		0	0	27
TOTAL	35	21	5	3	64

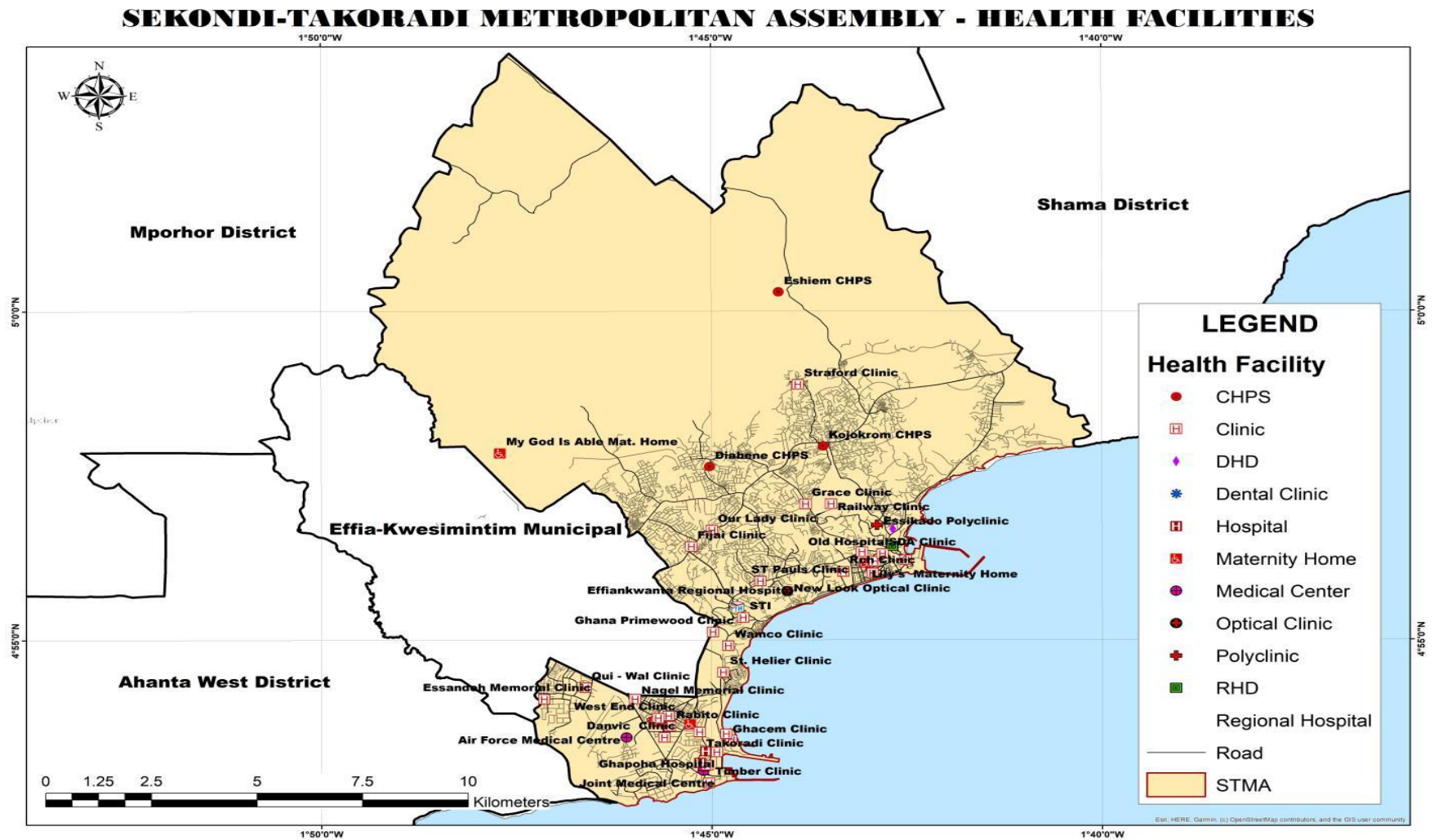
Source: Metro Health Directorate 2021

Table 10: Statistics on HIV Sentinel Sites Survey Report 2004-2019 (Western Region)

YEAR	SEKONDI/ TAKORADI	EIKWE	SEFWI ASAFO	TARKWA
2004	4.6	4.4	4.8	-
2005	2.6	4.0	3.2	1.9
2006	3.0	5.6	5.4	3.3
2007	4.6	3.3	2.6	1.9
2008	3.2	2.8	3.8	1.8
2009	4.0	3.0	2.8	2.6
2010	2.6	1.6	4.6	1.0
2011	2.0	2.0	2.8	0.6
2012	2.4	1.2	3.0	2.8
2013	3.8	2.2	2.4	1.2
2014	4.0	1.0	3.2	1.1
2015	2.8	1.6	1.7	1.8
2016	3.0	3.0	3.0	1.0
2017	1.6	2.8	4.6	0.6
2018	3.8	2.8	4.0	1.6
2019	2.0	1.6	3.6	1.2

There is inadequate health facilities to cater to the growing population and inadequate health personnel. Additionally, there is low education on Sexually Transmitted Infections (STIs) such as **HIV and AIDS**. Also, there is a high increase in activities of commercial sex workers (women and men)

Figure 10: STMA Health Facilities



1.2.12 Social Protection Programmes for the Vulnerable, Marginalized and the Excluded

The Department of Social Welfare and Community Development takes the lead role in the Metropolitan Assembly's efforts to promote poverty reduction and ensure income security amongst the vulnerable, marginalized, and disadvantaged groups. Again, the Department works in collaboration with all Social Service agencies, including the Ghana Health Service, Ghana Education Service, DOVVSU, Prison Service, Legal Aid, CHRAJ, NGOs, Media, and the general public. The Metropolitan Assembly has carried out activities like maintenance of children, child custody, paternity, family reconciliation, supervision of daycare centers, registration of NGO's, income generation for rural women, community-based rehabilitation, hospital welfare services, out of school youth programmes, LEAP for the aged, etc.

The function of the Assembly to protect the vulnerable, marginalized, and excluded in society are categorized under four main programs which are;

- Child Rights Promotion and Protection
- Justice Administration
- Community Care
- LEAP

Community development programs

Within the plan period, the Assembly plans to work towards achieving the objectives of the Ghana National Household Registry (GNHR) initiative to create a single national household register, a database of the poor and vulnerable households. This will ensure the compilation of a credible database of the poor and vulnerable in Ghana to make it easy for social protection programs to target beneficiaries and also increase transparency and accountability in the targeting of the poor or vulnerable.

The Assembly further plans to build the capacity of the Metro Social Protection Committee (MSPC) to support needs identification concerning social protection, collect data on all social protection interventions in the localities including those by, NGOs, CSOs, traditional authorities, private sectors, social groups and associations to generate a holistic picture of local social protection.

1.2.13 Economy of the Metropolis

The economy of the Sekondi-Takoradi Metropolis is made up of agriculture, services and industry-related activities. As a result of expansion in communication, energy, transportation, water and sanitation infrastructure serve as a pull factor to attract migrants into the city in search of greener pasture leading to higher population density. The high population density offers a large market for business activities in the city. This contributes to the attraction of skilled workforces, which allows the transfer of knowledge and skills in specialized sectors of the economy such as the oil and gas industry.

The higher ratio of people in service and sales accounts for the commercial activities in the metropolis which is made of retail and wholesale activities which comprise the informal sector. Although economic activities enhance livelihood and better the standard of living in the city,

through the multiplicity of effects of similar industries in the area, any adverse risks affect the bulk of the citizenry. In the case of Sekondi-Takoradi, the decline in the railway and wood-processing industries led to the retrenchment of workers hence reduction in the economic activities of the populace. However, with the emergence of the discovery of oil and gas in the region, the metropolis is experiencing economic overturn in terms of infrastructural development in the area of real estate and oil ancillary services downstream. There are opportunities for growth if the Assembly collaborates effectively with other agencies such as the Sekondi-Takoradi Chamber of Commerce and the Association of the Ghana Industries in promoting the direct investment of domestic and foreign investors through the organization of investors' forum.

Major Economic Activates

- Industry 19.1%
 - Cement and flour manufacturing
 - Cocoa and Timber processing
 - Metal fabrication
 - Micro enterprises
 - Real estate development
- Agriculture 21%
 - Fishing and fish processing
 - Food Production
 - Palm Oil cultivation and processing
- Services 59.9%
 - Hotel/Hostel/Restaurant
 - Bulk Oil Storage and Distribution
 - Transport and Logistics Services
 - Freight Forwarding, Harbour and Port Services
 - Commerce

Employment Sector

Common knowledge is that the private sector is the engine of growth of the economy but an economy with a large proportion of the private informal sector is an impediment to achieving accelerated economic growth and development. This is because it is very difficult if not impossible to tax the self-employed (with or without employees) who are mostly in the private informal (market women and street vendors). It follows therefore that with such a low tax revenue base, the Metropolis may not receive substantial revenue from the Internally Generated Fund.

From the table below the majority of females (81.7%) are engaged in the private informal sector compared to 56 percent of their male counterparts. This confirms the fact that women should be the focal point when developing strategic policy for the private informal sector; e.g. revenue collection and construction of markets. On the other hand, there are more males in the private

formal (23.0%) and public (government) 18.7 percent sectors than females 8.0 and 9.7 percent respectively

Table 11: Employed population 15 years and older by employment sector and sex

Employment Sector	Both Sexes		Male		Female	
	Number	Percent	Number	Percent	Number	Percent
<i>Public (Government)</i>	30,297	14.1	19,510	18.7	10,787	9.7
<i>Private formal</i>	32,979	15.3	24,073	23.0	8,906	8.0
<i>Private Informal</i>	149,266	69.3	58,813	56.3	90,453	81.7
<i>Semi-Public/Parastatal</i>	596	0.3	489	0.5	107	0.1
<i>NGOs (Local & International)</i>	2,017	0.9	1,539	1.5	478	0.4
<i>Other International Organisations</i>	118	0.1	97	0.1	21	0.0

Source: GSS, 2010 Population and Housing Census

1.2.14 Job Creation

Nations Builders Corps (NABCO) employed 1,075 unemployed young graduates. This has helped reduce the unemployment rate in the metropolis and is a clear effort by the Government towards achieving SDG Goal 8, Target 8.6; substantially reduce the proportion of youth not in employment, education, or training by 2020 and Target 8.5 achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value by 2030.

Efforts within the planning period will focus on job creation especially for females the vulnerable and excluded people. It is expected that about 2,000 selected young women between the ages of 18 to 35 would receive short term technical skills training and be equipped to start working in selected market-relevant and high demand occupations which are currently male-dominated like an automotive mechanic, automotive electrical, welding, and fabrication technology, electronics electrical installation solar installation computer hardware/coding/networking. And others like drone technicians tiling, steel bending, aluminum and glass fabrication, and POP. The Assembly will collaborate with The World University Service of Canada and other stakeholders to implement this programme.

Other job creation ventures for the vulnerable groups within the medium term will focus on training in Agro-processing and production crafts, clothing, and textiles industrial training. This will be carried out under the Ghana Employment and Social Protection (GESP) Programme

The above initiatives together with the revitalization of the existing artisan's enclave 'Kokompe' at Takoradi and Sekondi by increasing the number of garages at the sites and improving conditions by adding drains and bridges roads water and bath and changing rooms and other facilities will create the needed congenial environment for artisanal business to flourish. In addition, the assembly would develop a modern garage at Kansaworodo

Other activities earmarked to boost employment generation include the following:

1. Development of craft village (Centre for National Culture)
2. Redevelopment of Sekondi Market
3. Butuah Recreational/Amusement and water park

Efforts would be directed to enhancing SME business development and promotion by supporting stressed businesses with training, provision of credit facilities and equipment

Agriculture

Agriculture continues to play an important role in the economy of the Metropolis, providing both full-time and part-time employment for about 20% of the total population. About 85,000 people are estimated to be engaged in agriculture, 6% of whom are in fishing. Over 70% of the rural population of the Metropolis depends directly and indirectly on agriculture and related activities for their livelihood. It is estimated that about 35% of the land area of the Metropolis is cultivable. The average farm size is about 2 acres. Most of the farmers are into subsistence farming with a few isolated commercial farms. The farming systems adopted by the farmers include mixed farming, mixed cropping, mono-cropping in the case of tree crops such as coconut, oil palm, citrus and cocoa. Within the agricultural sector of the economy, fishing is the most common occupation. This includes fishermen, fish sellers as well as fishmongers. However, many people are not able to venture into this occupation especially fishing because they lack the resources to get an outboard motor and hence the metropolis should make available more onboard motors to enable more people to join fishing. Also, attention should be paid to those individuals who are willing to venture into the farming of non-domestic farm produce.

1.2.15 Food Production

Major crops grown include cassava, plantain, maize, rice yam, and cocoyam. Vegetables, especial exotic ones, are also extensively cultivated. The most common animals reared in the metropolis include poultry, sheep and goats. Cattle are reared by only a few farmers. The rearing of rabbits, grass cutters and snail production are on the increase.

Additionally, there are gari, oil palm, and palm kernel processors in the metropolis. The palm and kernels oils are purchased by soap manufacturers and fish processors in and around the Metropolis.

Table 12: Crop Production

CROP	OUTPUT LEVELS(MT)	HECTARE UNDER PRODUCTION
<i>Oil palm</i>	4,320	750
<i>Maize</i>	807.6	715
<i>Plantain</i>	3,195.15	357
<i>Cassava</i>	13,227.1	1,745
<i>Cocoyam</i>	92	20
<i>Citrus</i>	105	20

The sector is beset with a myriad of developmental challenges that require strategic planning and concerted efforts to address them. These challenges include but are not limited to the following:

- Poor storage and marketing of the chunk of agricultural produce lead to post-harvest losses.

- Loss of farmlands to human settlement.
- Over-reliance on natural rains for farming activities. This is not sustainable as a result of climate change.
- The use of simple farm tools. Practically, all farm operations are done manually.
- Inadequate field agricultural extension workers.
- Inadequate funding of planned agricultural programmes.
- Lack of logistics for field activities.

There is a need for the development of irrigation facilities in the Metropolis especially in connection with vegetable production and also the expansion of feeder roads to food production centers. Also, there is the need to recruit more field staff (AEAs) to service farmers in the Metropolis.

1.2.16 Industries

As the Metropolis is losing most of the farmlands, there is the need for the Assembly to create the necessary enabling environment such as the free zone enclave to encourage private investors and partners to establish manufacturing industries. The concentration of industries in the Metropolis is made up of manufacturing, wood processing and Agro-processing. Manufacturing is the most patronized industrial activity. Most of these industries specialize in the manufacturing of oil palm and rubber products. Wood processing and agro-processing are also patronized. Also, Ghana Free Zones Board (GFZB) has a proposed industrial site to facilitate an export processing zone in Sekondi.

Figure 11: Existing Industrial Activities



Manufacturing industries outnumber wood and agro-processing industries in STMA. Mostly the wood processing industries are found on the link road between Sekondi and Takoradi. Nonetheless, some of these industries are currently working under capacity or not functioning at all.

Takoradi Port

The Takoradi Port was built in 1928. It is located in Takoradi. It is well connected to its hinterland which makes it the preferred gateway to the middle and northern part of Ghana as well as the

Sahelian countries- Burkina Faso, Niger, and Mali. Annually, the Port handles over 600 vessels, 37% of total national seaborne traffic, 62% of national exports, and 20% of total national imports. The table below shows the type of exports and imports the Port handles.

Table 13: Exports and Imports handled by the Takoradi Port

Takoradi Port	Exports	Imports
	Manganese, Bauxite, Cocoa, and Forest Products	Clinker, Containerized cargo, oil products, and Wheat.

Source: GEPC, 2017

Albert Bosomtwi-Sam Fishing Harbour

The Albert Bosomtwi –Sam Fishing harbor was built in 1999 as a strategic business unit of Ghana Ports and Harbours Authority to be managed as part of Takoradi Port. It is located in Sekondi. It is approximately 25 km West of Takoradi Port and just North of Sekondi Naval Base. The Fishing Harbour comprises the Inner Fishing Harbour, the Canoe Basin, and the Outer Fishing Harbour.

1.2.17 Informal Activities

The retail fabric of Sekondi-Takoradi has a high proportion of informal traders. These traders are scattered throughout the city selling a wide range of products and services. They are mostly concentrated along the main roads and receive good support from the residents in the locality. The existing retail facilities can be classified as follows:

Street vendors (hawkers) carry goods in their hands or on their heads.

Vendors with minor facilities such as tables

Makeshift structures/sheds often on the side of roads

Lockable containers or other types of prefabricated structures

Purpose-built retail buildings can be single or double-story built individually, in a linear or clustered in the form of a market.

Mechanics and Local Artisans

The Kokompe No. 1 and No. 2 area is the host for mechanics and local artisans. Local artisans include wood furnishers, welders, hairdressers, and barbers, etc. Most of these individuals are middle-aged with little or no formal education. Their customer base is local. Most come from the Sekondi-Takoradi area. The Kokompe No.1 and No. 2 area has access to social services including electricity, pipe-borne water, toilet facilities, and waste collection. These facilities need to be upgraded.

Market Activities

There are a total of 4 major markets in the Metropolis. These include the Takoradi Central Market, Sekondi Market, and Kojokrom Market. Each of these markets primarily serves the communities

close to where they are located. However, the Takoradi Central Market is the major market in the Metropolis.

Takoradi Central Market

The Takoradi Central market was constructed in 1928 and extended in 1940 to cater to the then small population which were mainly workers connected to the construction of the Takoradi harbor. A market circle was planned to form the nucleus of trading for STMA. Its location makes it the most accessible point in the Metropolis. It is the largest market in the Western Region in terms of both size, number of traders and sphere of influence. As the biggest commercial and economic hub in the Western Region covering one (1) kilometer square, the market is at the centre of the Central Business District (CBD) with ancillary activities such as banks and insurance. The market is currently undergoing reconstruction

Sekondi Market

The Sekondi Market is the second vibrant commercial center in the Metropolis next after the Central Market in Takoradi. Currently, the market is not in the best of conditions. Some of its operational issues include weak physical structures, choked drains, and inadequate space for market women.

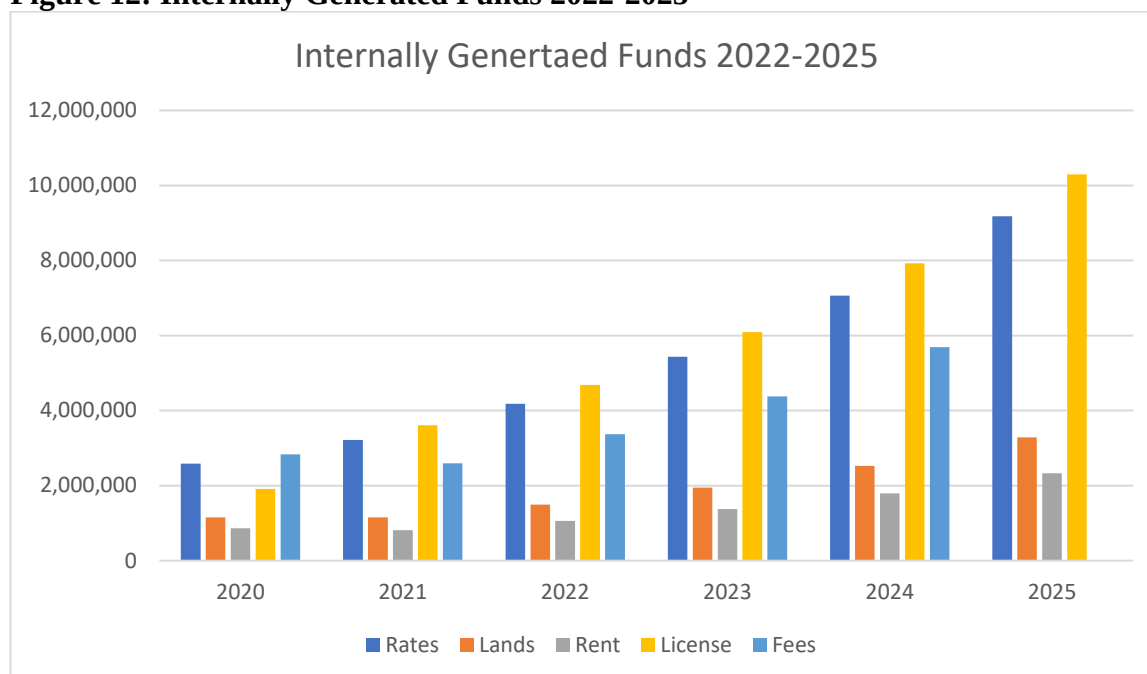
1.2.18 Internally Generated Funds

The Assembly by law is mandated to generate revenue to be used for the development of the metropolis. Internally generated funds are through the collection of rates, lands, rent, licenses and fees. Below is the IGF target for 2021 and the set target for the plan period.

Table 14: Internally Generated Fund

REVENUE ITEM	BASELINE 2020	TARGET 2021	TARGET 2022	TARGET 2023	TARGET 2024	TARGET 2025
RATES	2,584,894.91	3,213,655.86	4,177,752.62	5,431,078.40	7,060,401.92	9,178,522.50
LANDS	1,154,858.29	1,150,000.00	1,495,000.00	1,943,500.00	2,526,550.00	3,284,515.00
RENT	865,401.89	815,787.36	1,060,523.57	1,378,680.64	1,792,284.83	2,329,970.28
LICENSE	1,908,469.98	3,605,350.00	4,686,955.00	6,093,041.50	7,920,953.95	10,297,240.14
FEES	2,832,434.36	2,591,384.00	3,368,799.20	4,379,438.96	5,693,270.65	7,401,251.84

Figure 12: Internally Generated Funds 2022-2025



In the year 2020, the revenue item which contributed most to the Internally Generated Fund of the Assembly was fees. It is however projected that licenses will contribute the most IGF within the plan period with the least being rent.

1.2.19 Infrastructure

Road Network

The road network is fairly good with surface dressing and mostly engineered. 50% of the road networks are in good condition and the remaining are either fair or poor. The urban roads network in STMA is 898.5 kilometres. It consists of arterial, distributors/collectors and local roads of which 381.5 kilometres have been paved while the remaining 517 kilometres are unpaved.

For the most of the day, the arterial road network in Sekondi-Takoradi is congested. This situation, if left unchecked, could choke the Metropolis' transportation network and commercial activities to death and destroy its ecosystem with fuel emissions from vehicles.

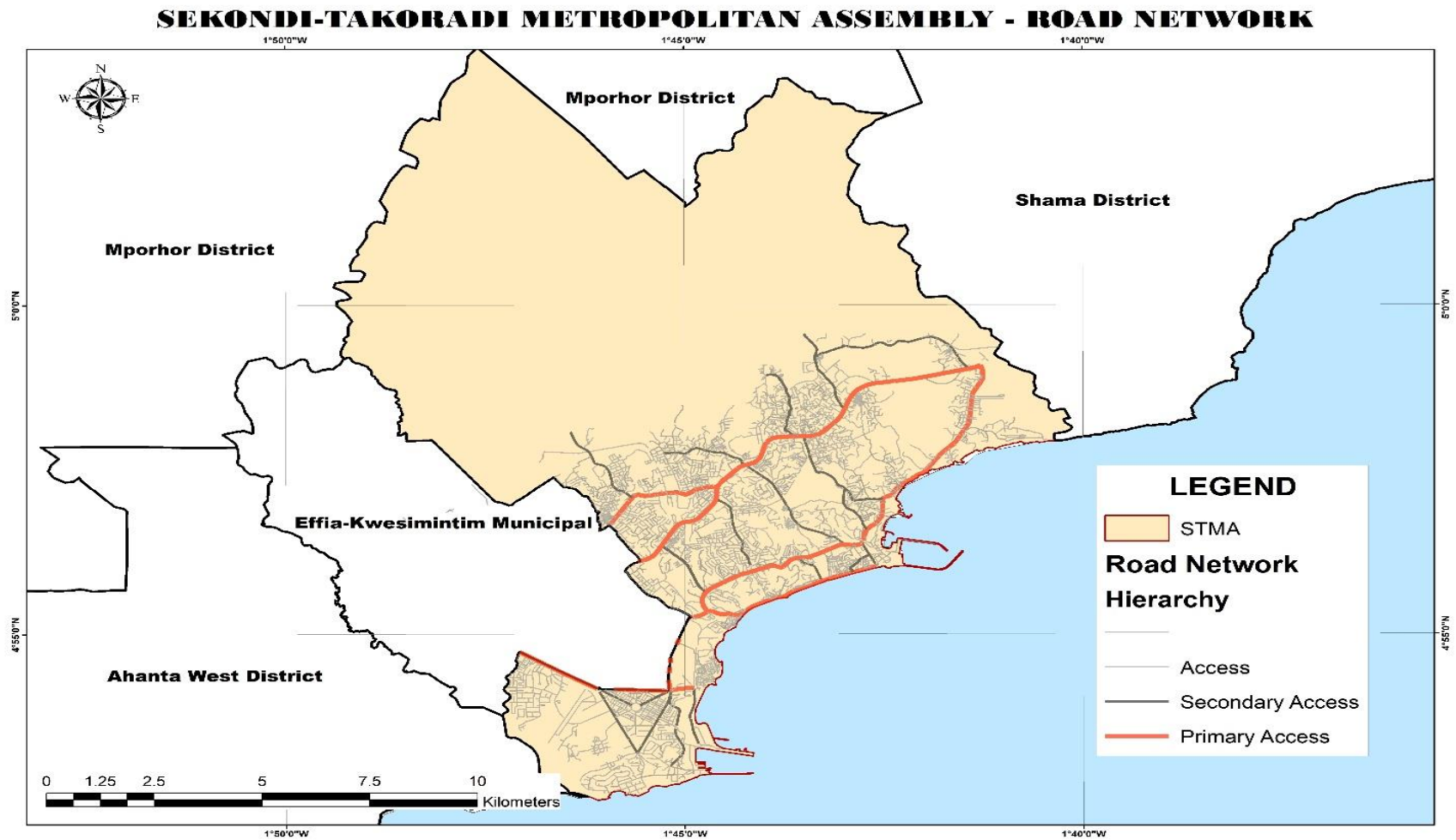
Key to minimizing congestion and its attendant effects on the economy, health and livelihood of the citizens, is the implementation of an efficient public transportation system along with physical improvement of the arterial road space.

The Ghana air force manages internal flights at the Takoradi airstrip. Rail transport lines from Takoradi to Kumasi exits and under rehabilitation.

There is severe damage to the road surface due to the heavy traffic load (canalized surface routing);

Invasion of the right of way by informal businesses. Additionally, there are unregulated operations and a lack of strict control for taxis and trotros accounting for more than half of the current traffic volume registered in the network.

Figure 13: STMA Road Network



1.2.20 Water

The Ghana Water Company Limited (GWCL) supplies potable water for domestic, industrial, institutional and commercial purposes within the Metropolis. Also, the Community Water and Sanitation Agency (CWSA) provide boreholes to communities with lower populations within the Metropolis. The present water supply to the Twin City is from two headworks at Inchaban and Daboasi. The Daboasi Water Treatment Plant was designed to produce 6 million gallons per day (mgd), and the Inchaban Plant is designed to produce 4.6mgd. The two plants are presently producing 4.5mgd and 2mgd respectively due to inefficiencies in the plants. The low production at Daboasi is also due to the inability to take full advantage of the amount of raw water available, as the water intake has no impoundment facilities to increase the water available for treatment. The distribution systems from the two headworks are interconnected and water is boosted from the Inchaban pumping station to a low-level storage tank at Effia where the water is pumped into an overhead tank for distribution by gravity to the city. The city has smaller booster stations to pump water to reservoirs situated at strategic points in the Metropolis for gravity distribution to the areas being fed with water from GWCL. The main water pipelines have been laid to presently serve more than 70% of the city. GWCL estimates that 160 km of additional pipelines are required to be able to reach the remaining areas of the city. The total daily production at the reduced design capacity of 6.5mgd is far below the presently estimated city demand of 22mgd and this explains the unsatisfactory state of the water supply to the city. This notwithstanding, as high as 90% of the Metropolis have access to potable water with the remaining 10% resorting to other means of water supply sources as uncovered wells.

Sources of Potable Water in the Metropolis

There are about 9 main sources of water for households within the Metropolis. Out of this total, six (6) are potable sources while the remaining three (3) are considered not potable sources. The potable sources include: In-house tap, in-yard tap, in the yard well (covered), public well (covered), borehole and public taps whereas the non-potable sources include in the yard well (not covered), surface water, and public well (not covered). In general, over 80 percent of households in the Metropolis have access to water via potable sources.

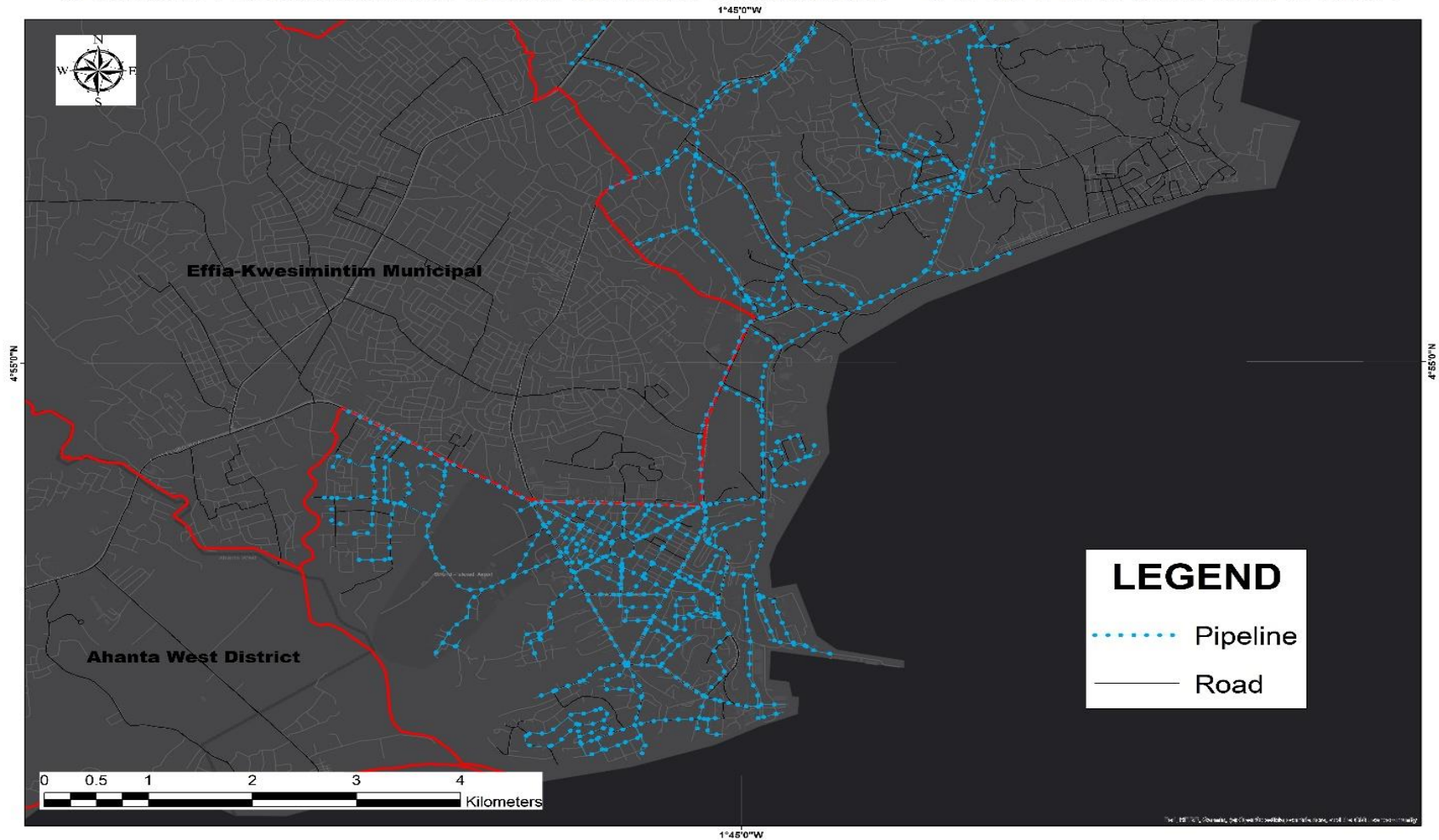
Table 15: Percentage of sources of potable water in the Metropolis

Potable sources	Takoradi	Sekondi	Essikado ketan
In house tap	45.2	29.6	19.7
In yard	29	14.8	10.8
In yard well (covered)	25.6	52.5	67.4
Public well (covered)	0	2.3	0.32
Borehole	0	0	0.32
Total	100	100	100

The Takoradi sub metro has the highest in-house tap services, on the other hand, Essikado Ketan sub metro has the least record of in-house tap service, The plan period captures activities to ensure that in-house tap services are equally distributed across the metropolis.

Figure 14: STMA Ghana Water Company Limited Pipeline Network

SEKONDI-TAKORADI METROPOLITAN ASSEMBLY - GWCL PIPELINE NETWORK



1.2.21 Settlements and Built Environment

The metropolis practices the intensification method of land use. About 90% of the total land area is the built environment. This comprises residential buildings, offices, industries, markets, educational facilities, health facilities and many others. Most of the buildings are sky-rise buildings. This indicates that the high demand for land in the metropolis and the urgent need to make intensive use of the existing land. The 10% of the land area in the metropolis is used for urban agriculture. This portion is located in the northern part of the metropolis. There is a continual high demand for residential housing hence the agricultural land is decreasing as people extend to these areas to build housing facilities. Therefore, the land use pattern of the metropolis can be said to be an urban land use.

1.2.22 Forest Resources

The metropolis is not noted for having a high forest resource since it is an urban setting and most of its land area has been used for other industrial activities. The only forest in the metropolis is the Monkey Hill Conservation Forest which is reserved for eco-tourism. Apart from that, the mangroves located around the Essei and Butua lagoons and the Whin Estuary also help in monitoring coastline erosion. The metropolis will soon lack forest resources considering the deforestation rate and the encroachment of the Monkey Hill Conservation Forest. Therefore, the forest Commission should enforce laws governing forests in the metropolis and sensitize the public on the importance of forests.

1.2.23 Sanitation and Waste Management

Sanitation and Waste Management is the sole responsibility of the Metropolitan Assembly. Presently four (4) waste management services are engaged to perform this major responsibility through the adoption of the polluter-pay principle. The solid waste generated amounts to 614 tons/day with collection at 360 tons/day. This results in 224,724 tons/year generation and 131,760 tons/year collection respectively. The final disposal system is controlled tipping at the engineered landfill site for solid waste and an oxidation system for liquid waste disposal. The waste collection system being operated in the metropolis is a mix of door refuse collection systems and communal container lifting systems. Newly developed areas in the Metropolis are poorly served with services such as water, electricity, telecommunication and other ancillary services.

About 78% of households in Sekondi-Takoradi have undesirable access to toilet facilities. Among households in the Metropolis, only 17% have access to household water closet toilet facilities, while 49% use public toilet facilities. Desirable toilet facilities are water closets or Kumasi Ventilated Improved Pit latrines, located within the housing unit. Undesirable toilet facilities include a bucket/pan, a facility in another house, or a public toilet. About 78% of households residing in informal settlements within the Sekondi-Takoradi Metropolis have undesirable access to toilet facilities. There are 102 public toilets meant to serve commuters scattered in the Metropolis, but they have been turned into community toilets as many residents (over 80%) lack household toilet facilities, rely heavily on these public toilets. This has resulted in high incidences of open defecation in communities like New Takoradi, Nkotompo, Ngyiresia and Kojokrom.

1.2.24 Climate Change and Green Economy

Land use pressures are enormous in the Sekondi Takoradi Metropolis, especially in the high population centers of the Assembly. Demand for conversion of vegetation to agriculture, cash crop development, harvesting of mangroves and other forest species at the monkey hill, and urban development all pose significant threats to existing vegetation cover.

Most land in the Metropolis outside the reserved and other protected areas has been deforested and encroached upon. The current situation is one of urgency to improve livelihoods and manage lands outside the reserves.

Coupled with the human pressures on the landscape, a warming climate caused by increased atmospheric carbon dioxide poses a significant risk to the landscape. In addition to increased temperatures, climate change is associated with jet stream fluctuations causing irregular, more extreme, and unusual weather patterns and events. Changing rainfall patterns and amounts can mean droughts in some areas and floods in others. Changing phenology, distributions of plant species, and rising sea levels are some of the potential adverse impacts on the district from climate change.

To address these growing threats the Metropolitan Assembly is collaborating with NGOs and some Faith-Based Organisations to heighten public awareness of the level of destruction and its consequence, and the need for ecosystem management.

The successful implementation of these efforts will contribute to increased employment, improved livelihoods, better land management of existing natural resources, increased soil fertility and increased carbon stocks. Moreover, improved land management and livelihoods will reduce pressure on intact areas of forest reserve, protecting their biodiversity, allowing for ecotourism opportunities and enhancing the value of other ecosystem services within the value chains of the local communities.

Severe flooding is experienced in urbanized areas. It has been observed that the severity of the floods increases with each passing year. To alleviate the drainage and flooding problems in the existing basins, STMA and other relevant authorities have acknowledged that there is a strong need for an integrated approach with neighboring Municipalities. There is the need to revisit or review the Drainage Master Plan Report of 2006. The implementation of the revised plan will serve as a basis for the development, control and implementation of future drainage improvement works.

1.2.25 Tourism

The Metropolis can boast of some tourism sites and the potentials to develop these sites into major tourism destinations in Ghana. The sites/areas include; heritage: - Fort Orange-Sekondi, Old High Court Building-Sekondi, etc, and a rich festival such as the Kundum/Masquerading Festival. Water Bodies/Beaches: - Whin River Estuary, Essei Lagoon/Wetlands and also beach sports: Boating, cruising along the coast. Additionally, conservation and Ecology: - Monkey Hill, ecotourism Site-Takoradi, Bird viewing/Monkey Walk-bay Botanical Garden

1.2.26 Hazards, Disaster and Security

Disaster is any occurrence that causes damage, ecological disruption, loss of human life, deterioration of health and health services. Natural disasters include tidal floods, storms, submergence of coastal areas, coastal erosion, volcanic eruption, earthquake and torrent rain. Man-made disasters include oil and chemical spillage, gas explosions, public place failure. The adverse effects of disaster on human lives and properties are worth billions of cedis, hence the need to critically manage these disasters to reduce the negative impact of disaster on the populace within the Metropolis. Although for the past ten years, the Metropolis had not experienced any major disaster in terms of nature, there is the possibility of tidal and coastal erosion occurring along the coastline of the Metropolis. Because of this, there is the need to put in place a disaster management plan for the city as to how the city may respond to such disasters if it occurs.

The Sekondi-Takoradi Metropolitan Assembly has a high possibility of encountering manufactured disasters, which include landslides, oil/chemical spillage, disease epidemics, floods, fires and the collapse of buildings. There exist oil and gas factories within the metropolis, which if not well managed, will cause more harm than good to the metropolis. There is a likelihood of gas explosion if the gas stations within the metropolis are not managed properly; this is because about 37.1% of the households use gas for cooking.

In addition, the City is likely to experience major disasters as the western coast harbors the extractive industries in terms of oil and gas. There can be oil and chemical spillage, which will have negative effects on the environment especially the River Pra that is the main source of water to the metropolis. When this happens, it would have a negative impact on both the marine and aquatic lives, which may affect the livelihood of the fisher folks and the populace at large. There is the likelihood of disease epidemics when we consider the poor sanitary status of the metropolis because of the indiscriminate disposal of waste. There is the need to put in place effective measures in terms of enforcement of the bye-laws to avoid open defecation in the Metropolis was taken care of diseases such to curtail diseases such cholera and typhoid.

Another, threat to cause major disaster in the Metropolis, is the attitudes of human beings to reclaim wetlands without the implementation of proper engineering designs and building on waterways to block the free flow of water, hence the least heavy rainfall, the metropolis gets flooded since most of the water-ways are blocked. Flood victims are therefore provided with some basic reliefs items whereas the resources used in providing them with their needs could have been used for other developmental projects. In addition, there can be the occurrence of fire in the metropolis considering the arrangement of human activities in space especially in the major markets and residential apartments. This practice can lead to fire outbreaks, destroying property and endangering lives. The occurrence of these disasters may necessitate that plans be put in place to stop their future occurrence or reduce their impact on the metropolis. The NADMO Officers should be well resourced with the requisite logistics for simulation exercise, sensitization programmes and capacity building of the officers to prevent and manage disasters.

Table 16: Disaster Prone Areas in the Metropolis

NO	ZONE	SPECIFIED AREAS
1.	Bu, Ketan, Adiembra Ridge	• Bakado around the mosque and Palm Kernel processing area. • Ketan low-cost house along the main road.
2.	Essaman	• Essaman low lying areas (Nketsiakrom around the park and Mansemankabi around Mankrado) • Ngyiamoabakam low lying area • South Kweikuma around Kweikuma M.A.J.H. S
3.	Bakaekyir, Kweikuma	• Bakaekyir nduase area (around the Essei lagoon Bridge)
4.	Takoradi, Adakope	• Airforce Base through Holy Fire Church • Mankessm white house • London bridge through Kokompe • Sawmill total filling station main gutter • Airport ridge plot no.7 opposite Morning Glory School area • Between Kokompe and Adakope main gutter • Chapel hill school area • Zenith hotel area • SDA Church • Anglican primary school no.1 • Police quarters opposite Bethel Methodist church
5.	Nkotompo	• Dokordo through Nkotompo school park • Rev. Dr. Osam Pinako School (behind JAMKAY)
6.	Sekondi Estate, Zongo	• Bakano and Sojikrom
7.	Mpintin, Sofokrom, Essipon	• GDC Quarry to chips center • Essipon school (STMA) to Essipon cemetery • Football Park area to school for the deaf (sofokrom) • From Inchaban Mpintsin first junction area (Mpintsin)
8.	Kojokrom	• Jerusalem Town (Nkansan School Area) • Police station (behind the market)

1.2.27 Governance

The General Assembly of the Sekondi-Takoradi Metropolitan Assembly is the highest decision making. STMA now has 55 members (4 non-voting rights -: 3 Members of Parliament & 1 MCE), 3-Constituencies and 36-Electoral Area. There are 53 Assembly Members (36 elected and 17 appointed by the Government and 6 females Assembly Members (11.76%).

The Assembly has two main committees; the Executive Committee (now Metropolitan Authority) and the Public Relations and Complaints Committee (PRCC). The PRCC is chaired by the Presiding Member and receives complaints made against the conduct of members and staff of the Assembly from the public and makes recommendations to the Assembly. Heads of the Decentralized Departments are ex-officio members of the Assembly and advise the Assembly on technical issues and are also responsible for the implementation of decisions made by the Assembly.

Apart from the two main committees, there are 7 sub-committees namely: The Development Planning Sub-Committee, Works Sub-Committee, Finance and Administration Sub-Committee, Social Services Sub-Committee, Revenue Mobilization Sub-Committee, Education Sub-Committee, and Environment and Sanitation Sub-Committee. These sub-committees discuss

issues relating to the growth and development of the Metropolis and make recommendations to the Executive Committee. Security matters are being handled by the Metropolitan Security Committee (METSEC).

It is the mandate of the Members of Parliament to register the interest and the concerns of their constituencies and the Metropolis at large on the floor of the National Parliament.

The Metropolitan Assembly is made up of three Sub- Metropolitan District Councils. These Sub-District administrative structures are symbols of community participation.

They form the basis for the effective distribution of infrastructural services at the Sub-District level. The sub-metropolitan district councils have their offices at the following location; Takoradi sub metro at Takoradi, Sekondi sub metro at Sekondi and Essikado-Ketan sub metro at Essikado. The Town and Area Councils are yet to be established and fully resourced to ensure efficiency in public policy management and participation, decentralization, transparency, accountability, public expenditure and asset management. There will be the need for more attention to be placed on the strengthening of the sub-structures within the medium term.

1.2.28 Stakeholder Engagements

STMA has rolled out several interventions that promote and enhance participatory decision making, service delivery and transparent and accountable governance at the local level. The intervention includes a dialogue platform where management of the Assembly gets closer to the citizenry to encourage grassroots participation in the identification of development gaps and exploring avenues to discuss the development agenda of the metropolitan assembly.

Town Hall Meetings

The Assembly has been holding Town Hall meetings twice a year; the first quarter and third quarter respectively rotated in the four (4) Sub-Metropolitan Districts Councils. This is aimed at not only allowing inhabitants to interact with key officials of STMA on their wellbeing but also serves as a platform for city authorities to explain development policies and programmes.

Community Engagement

To better understand citizen needs, and target policies and programs to meet them, STMA in 2016 introduced a program dubbed “Time with Community”. Time with community is organized twice every week; Tuesdays and Thursday, 16:00GMT-18:00GMT at community levels where the various heads of department and units meet with the inhabitants including Chiefs, Assembly Members, Unit Committee Members, Opinion leaders, Religious Leaders, CSOs and the general public to discuss developmental issues.

This platform has helped to promote a better understanding of the local government structures, their roles and responsibilities towards national development. Promote transparency, inclusiveness, openness and accountability. Citizens’ participation in decisions making that affects their lives has been enhanced and has contributed to improvement in Internally Generated Funds (IGF).

1.2.29 Non-Governmental Organization

Non-governmental organizations (NGOs) are not-for-profit organizations that are independent of states institutions. The NGOs are highly diverse groups of organizations that engaged in a wide

range of activities and take different forms in different parts of the metropolis. Their areas of operations include good governance, human rights, health, education, sanitation, environmental, livelihood empowerment.

1.2.30 Open Governance Partnership (OGP) Initiative and CoST-the Infrastructure Transparency Initiative

The Open Government Partnership (OGP): In 2011, government leaders and civil society advocates came together to create a unique partnership—one that combines these powerful forces to promote transparent, participatory, inclusive and accountable governance. OGP is based on the idea that an open government is more accessible, more responsive, and more accountable to citizens, and that improving the relationship between people and their government has long-term, exponential benefits for everyone. Seventy-eight (78) countries and seventy-six (76) local governments—representing more than two billion people—along with thousands of civil society organizations are members of the OGP.

Ghana signed onto the OGP in 2011; and as an obligation under the Partnership, developed and implemented her first Action Plan which covered the period 2013-2014. Ghana's fourth Nation Action Plan is currently being developed to be implemented within the next two years. Ghana's membership is one of the criteria that made Sekondi-Takoradi Metropolitan Assembly (STMA) eligible to participate in the Subnational Pilot Programme launched by the OGP in 2015.

Sekondi-Takoradi Metropolitan Assembly is one of the leaders the pioneers of the Open Government Partnership (OGP) Subnational pilot program now OGP Local Program. The pioneers were selected across the globe through a competitive application selection process and the 15 pioneers' cities to join OGP were announced in April 2016; [Press Release: Fifteen Local Governments Chosen for International Open Government Partnership Pilot Program](#). The 15 pioneers including STMA developed their first-ever OGP action plan in 2016 and were unveiled during the 4th OGP Global Summit held in December 2016 in Paris France.

The 2nd OGP Action Plan was developed in 2018 and to cover the period August 2018-2020. However, because of the COVID-19 pandemic and its effect, the implementation period has been extended by one year (August 2021). Notable results in the development of the action: expanded the level of engagement, and the number of communities engaged in consultations increased from four to ten. In all, 1,141 people were engaged. Out of that number, 799 were women and youth, 27 were persons with disabilities and 26 were people living with HIV. These diverse groups engaged with relevant local government representatives on open government approaches to enhance service delivery in infrastructure, water and sanitation and land use planning. Over 10,000 were indirectly engaged (via media outreach) during the co-creation process. Participants included state and non-state actors. The diversity of stakeholders was significant - from civil society organizations, government, private sector, community leaders, youth groups, persons with disabilities, people living with HIV, fisher-folk, farmers, traders, and the media.

The five commitments

After a robust and consultative engagement with state and non-state actors, the Multi-Stakeholder Forum had validated and approved the following five key commitments for the 2018-2020 OGP Local Action Plan;

Enhance Transparency and Accountability in the delivery of public infrastructure.

Empower citizens to enhance civic participation in local governance and promote fiscal transparency.

Public service (Permitting and Enforcement of Land use and Spatial Development Plans)

Public service delivery (to promote partnership in Sanitation delivery)

Access to information (Communication and Feedback)

CoST-the Infrastructure Transparency Initiative: In 2018, after successful co-creation of the Second OGP Local Action Plan¹, STMA develop and applied CoST - the Infrastructure Transparency Initiative about our desire to join the CoST Program. The rationale for this is to use the CoST approach to support the implementation of STMA's OGP commitment to Infrastructure and Accountability in Public Infrastructure. In March 2019, the CoST Board approved our application and STMA became the 1st subnational government to be admitted by CoST in the world. Notable results under the CoST Initiative Constituted a 12-member tripartite Multi-Stakeholder Group (Government, CSO & Private Sector) as an oversight body.

- Launched 1st ever Assurance Report² involving two procuring entities in 2020.
- Introduced and built the capacity of 7 MMDAs to participate in the 2nd Assurance Process³
- Launched 2nd Assurance Report⁴ involving eight procuring entities in 2021.
- Trained CoST District Community Infrastructure Delivery Monitors⁵
- Developed online Infrastructure Disclosure Portal⁶ and trained 8 MMDAs officials on its usage⁷
- Commissioned a Scoping Study on Transparency in Public Infrastructure Delivery in Ghana.
- Commissioned Infrastructure Transparency Survey in the Western Region
- Organized first ever Business Integrity Dialogue⁸

¹ <https://www.opengovpartnership.org/documents/sekondi-takoradi-action-plan-2018-2020>

² <http://infrastructuretransparency.org/news/cost-stma-launches-first-assurance-report-to-transform-infrastructure-delivery/>

³ CoST Sekondi/Takoradi brings on board new Assemblies (Procuring Entities)" <https://www.gna.org.gh/1.18669930>

⁴ CoST Sekondi-Takoradi launches 2nd Assurance Report <https://www.gna.org.gh/1.20400379>

⁵ <https://www.gna.org.gh/1.20425820>

⁶ <https://costsekondi-takoradigh.org/resources>

⁷ <https://www.gna.org.gh/1.20641234>

⁸ <https://www.ghanaweb.com/GhanaHomePage/business/CoST-Sekondi-Takoradi-engages-businesses-on-integrity-1270573#>.

The Assembly should ensure that every effort and adequate resources be mobilized to ensure that the commitments outlined in our Action Plan are successfully implemented. STMA will remain committed to the principles of open government and will collaborate with all the stakeholders and take necessary actions to ensure greater transparency, accountability, citizen engagement and delivery of improved public services.

Chapter Two: Prioritization of Development Issues

2.0 Introduction

Having identified the key development issues, a prioritization was carried out to ensure that scarce resources are used most effectively and efficiently. The development priorities emphasized the relationships between issues identified in the situational analyses and its implication based on sustainability, gender equity and the most significant multiplier-effect on the large proportion of the populace. Prioritizations were done under the four thematic areas under the National Medium-Term Development Policy Framework. These include the following;

- Economic Development
- Social development
- Environment, Infrastructure and Human Settlement
- Governance, Corruption and Public Accountability

In addition to the above development dimensions, issues were prioritized on emerging cases under emergency planning and response with regards to covid-19 and other unforeseen disasters, emergencies and issues on implementation coordination, monitoring and evaluation of development activities were itemized for redress.

2.1 Sustainable prioritized issues as categorized under themes and goals

Table 17: Economic Development

DEVELOPMENT DIMENSION	FOCUS AREAS OF MTDP 2022-2025	METRO PRIORITISED ISSUES
ECONOMIC DEVELOPMENT	Strong and Resilient Economy	Inadequate revenue to undertake developmental projects.
	Industrial Transformation	Insufficient land for medium and large-scale industries.
		The underperformance of viable industries
	Private Sector Development	Inadequate capacity of MSMEs
		Limited access to credit for MSMEs
		Lack of interest in setting up businesses by the youth.
		Old and weak market structures
	Agriculture and Rural Development	Inadequate investment in processing and value addition.
		Low interest of the youth in agriculture.
		Low productivity and poor handling of livestock/ poultry products
		High cost of poultry feed
	Fisheries and Aquaculture Development	The politicization of pre-mix fuel distribution
		Inadequate storage facilities and working equipment
		Poor extension service delivery for fisheries and aquaculture development
	Tourism and Creative Arts development	Old and weak tourism infrastructure.
		Lack of interest in tourism-related issues.
		Scattered Craftsmen all over the Metropolis.

Table 18: Social Development

DEVELOPMENT DIMENSION	FOCUS AREAS OF MTDP 2022-2025	METRO PRIORITISED ISSUES
SOCIAL DEVELOPMENT	Education and Training	Inadequate school infrastructure
		High deterioration of existing schools' infrastructure.
		Low patronage of non-formal education
		Inadequate user-friendly teaching and learning materials for disabled children.
		Limited resource persons at various stages of the educational ladder for PWDs.
		Inadequate teaching and learning materials
		The lower performance of some schools.
	Health and Health Services	Inadequate health facilities.
		Gaps in physical access to health infrastructure and services
		Inadequate and uneven distribution of personal protective equipment
		Higher rate of Drug and alcohol abuse.
		Inadequate education on the risk and danger involved in substance abuse.
		High HIV and AIDS stigmatization and Discrimination among the key population.
		Limited awareness on HIV and AIDS/STIs, among the population especially the vulnerable groups.
		Higher cases of HIV/AIDS were recorded among the youth and key populations.
	Population Management and migration for development	The high fertility rate among adolescents.
		The increasing rate of teenage pregnancy
		Limited cultural education on reproductive health for young people.
	Reducing poverty and inequality	The increasing rate of poverty among disabled and vulnerable homes.
	Water and Environmental Sanitation	Poor maintenance of water facilities
		Irregular water supply to households.
		Increasing demand for household water supply
		bad condition of existing pipe routes.
		High prevalence of open defecation
		Inadequate and poor toilet facilities.
		Inadequate skip containers in various communities
		Delay in the conveyance of refuse.
		Poor hygiene practices
		Over-reliance on public toilet
	Child protection and development	Inadequate education on development and child rights issues.
		Inadequate coverage and targeting of social protection programs for children.
	Gender Equality	Limited opportunities for businesswomen to access credit.
		Difficulty in acquiring land and other relevant resources for agricultural purposes by women.
		Limited leadership role among women.
		Limited understanding of gender mainstreaming in sectors
		Inadequate training, empowerment and resources for GDOs to perform efficiently and effectively
		Inadequate gender budgeting at all levels of governance
		Gender-based violence
		High unemployment rate especially for young women

		The dominance of males in technical skills training in market-relevant and high demand occupations
	Sports and recreation	Limited number of recreational facilities.
		Deteriorated available sports infrastructures.
	Youth Development	Limited avenues for youth participation in local development.
		low investment in Art and craft making it unattractive for the youth.
	Social Protection	Limited coverage of Livelihood Empowerment Programmes.
		Untimely release of LEAP funds.
		Difficulties in targeting the low-income population.
	Employment and decent work	Inadequate data on job creation
		Limited interest in apprenticeship development.
		High rate of unemployment situation in the urban areas and among women.
		Low levels of technical and vocational skills.
		Limited infrastructure for the informal economy

Table 19: Environment, Infrastructure and Human Settlement

DEVELOPMENT DIMENSION	FOCUS AREAS OF MTDP 2022-2025	METRO PRIORITISED ISSUES
ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT	Protected Areas	Encroachment in conservation and protected areas
	Coastal and Marine Area Erosion	Sand wining at beaches
		Unauthorized development along the coast
		Open defecation along the coastline
	Environmental Pollution	Improper management of solid and liquid waste including e-waste
		Destructive impact of plastic waste on terrestrial, aquatic and marine ecosystems
		Air and noise pollution, especially in urban areas.
	Climate Variability and Change	Inadequate funding for domestic climate finance.
		Limited departmental and metro adaptation plans.
		Limited institutional coordination mechanism for climate action.
		Limited institutional capacity to adapt to climate change and undertake mitigation actions
		Limited institutional capacity to access global funds on climate change.
		Loss of trees and vegetative cover
		Flooding in flood-prone areas
		Degraded landscapes
		Encroachment on waterway areas
	Transport Infrastructure: Road, Rail Water and Air	Poor road maintenance/rehabilitation culture
		Traffic congestion in Sekondi and Takoradi.
		Rapid deteriorating of major roads
		An increasing number of potholes on major roads.
		Limited parking space in the Central Business District.
		Inadequate street lighting and road signs
		Poor lighting systems.
	Human Settlement and Housing	Broken down vehicles on major roads
		Poor prioritization of Spatial Planning (Structure and Local Plans).

		Haphazard building and non-compliance to available planning schemes
		Weak enforcement of building regulations at the MMDA level
		Increase demand for housing.
		Limited investment in affordable housing.
		Poor housing structures in slum communities.
		Unauthorized cutting of hills for construction purposes
	Rural Development	Imbalance spatial development
	Urban development management	Congestion and overcrowding in urban areas
		Rapid urbanization, resulting in urban sprawl
		The rapid growth of slums in Sekondi and Takoradi.
	Drainage and flood construction	Recurrent incidence of flooding
		Poor waste disposal practices
		Poor drainage system
		Silting and choking of drains
		Uncovered drains
		Poor landscaping
	Infrastructure maintenance	Building in waterways
		Poor and inadequate maintenance of infrastructure
	Zongos and Inner Cities Development	High cost of maintenance
		Increasing number of slum communities.
		Inadequate investments in social programmes in Zongo and slum communities

Table 20: Governance, Corruption and Public Accountability

DEVELOPMENT DIMENSION	FOCUS AREAS OF MTDP 2022-2025	METRO PRIORITISED ISSUES
GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY	Local Government and Decentralization	Inadequate sub-district structures (Absence of town councils)
		Weak ownership of policies, programmes and accountability of leadership at the local level
		The weak linkage between local government and traditional authorities
		Poor coordination in preparation and implementation of development plans
		Limited exploitation of local opportunities for economic growth and job creation
		Limited capacity and opportunities for revenue mobilization
		Inadequacy of and delays in central government transfers
		Implementation of unplanned expenditures
		Untapped revenue sources
		Apathy in participation of the citizenry in planning and budgeting.
		Low participation of CSOs in the assembly development agenda.
	Public Accountability	Weak public and community ownership of programmes and projects
		Low public interest and trust in public institutions
		The politicization of national development policies
	Civil Society and civic engagement	Civil Society Poor coordination among CSOs
		Media

		Gaps in awareness, advocacy and enforcement of citizen rights and responsibilities
		Traditional authorities Inadequate involvement of local authorities in national development
		Religious Bodies Limited involvement of religious bodies in the development planning process

Table 21: Emergency Planning and Response

DEVELOPMENT DIMENSION	FOCUS AREAS OF MTDP 2022-2025	METRO PRIORITISED ISSUES
EMERGENCY PLANNING AND RESPONSE (INCLUDING COVID-19 RECOVERY PLAN)	Focus Area 1: HYDROMETEOROLOGICAL THREATS	Human-induced events (sand winning, encroachment, domestic and bush fires, etc.)
		Inadequate knowledge of disasters
		Poor early warning systems
	Focus Area 3: BIOLOGICAL	Lack of Emergency funds
		Inadequate Health Infrastructure and personnel
	Focus Area 7: COVID-19 RESPONSE	The shutdown of businesses and collapse of vulnerable industries
		Cancellation and postponement of events (Business tourism, Sport, Cinemas, heritage sites, etc.)
		Revenue losses by businesses in the sector
		Inadequate sensitization of the public on COVID-19
		Fear of contracting COVID-19 at health facilities
		Decrease in hospital attendance due to the fear of contracting the Covid-19 virus.
		Weak observation of social distancing protocols
		Non-utilization of PPEs, including face masks and hand sanitizers
		Stigmatization of recovered persons (COVID-19)
		Misinformation/Misconception/inadequate information on COVID-19
		Lay-offs and closure of businesses

Table 22: Implementation, Coordination, Monitoring and Evaluation

DEVELOPMENT DIMENSION	FOCUS AREAS OF MTDP 2022-2025	METRO PRIORITISED ISSUES
IMPLEMENTATION, COORDINATION, MONITORING AND EVALUATION	Focus Area 1: IMPLEMENTATION AND COORDINATION	Delay in the release of approved funds
		Inadequate Internally Generated Funds (IGF)
		Non-functional sub-district structures
		Implementation of programmes and projects outside approved plans
		Weak collaboration in the design and implementation, M&E of government programmes and projects
		Weak linkages between CSO/NGO plans and MTDPs
		Weak coordination of programmes and projects
		Lack of statutory budgetary allocation for M&E
		Inadequate evaluations at all levels
		Weak reporting and unreliable M&E data
		Non-compliance with M&E requirements
		Limited M&E competencies
	Focus Area 3: PRODUCTION AND UTILISATION OF STATISTICS	Limited generation and utilization of statistics

Chapter Three: Development Projections, Goals, Objectives and Strategies

3.0 Introduction

The previous chapter of this medium-term development plan focused on development problems and priorities. To achieve the desired vision of the city, it is essential to project how the desired future outcome would look before identifying measures to tackle the development problems. This must be done through scientific and mathematical formulas. Population projection is the basis for the provision of additional social, economic and urban infrastructural services which must be provided in the medium term to improve the living condition of the populace whilst contributing towards the Regional and National development goals.

3.1 The Projected Development Requirements for 2022-2025

The demographic projections were done based on the assumption that the population growth rate of 2.5% shall remain unchanged over the plan period.

Table 23: Projected Population and Labour Force

Years	Population	Active Labour Force	Sex of the Labour force	
			Male	Female
2021	326,931	180,991	88,686	92,305
2022	419,788	185,573	90,931	94,642.23
2023	430,415	190,271	93,233	97,038.21
2024	441,311	195,088	95,593	99,495
2025	452,483	200,027	98,013	102,014

Source: Metro Statistical Dept.2021

The implications of the projected population dynamics are as follows;

Since the labor force is over 38 percent in each of the years, productivity, particularly in the service industry will rise throughout the planned period, all things being equal. It also implies that policymakers in planning for the Metro should institute interventions that will increase job availability, particularly for the active labor force, to avoid problems of unemployment and its socio-economic consequences.

In addition, there is the need to harness the demographic dividends being experienced by the Metropolis thereby investing in human development through quality technical and vocational training for the teaming youth between the years of 15-35 years.

Since the childbearing age of the female population will increase, there is the need to put more resources to effectively control the birth rate within the planned period.

Table 24: Health Facility Requirements

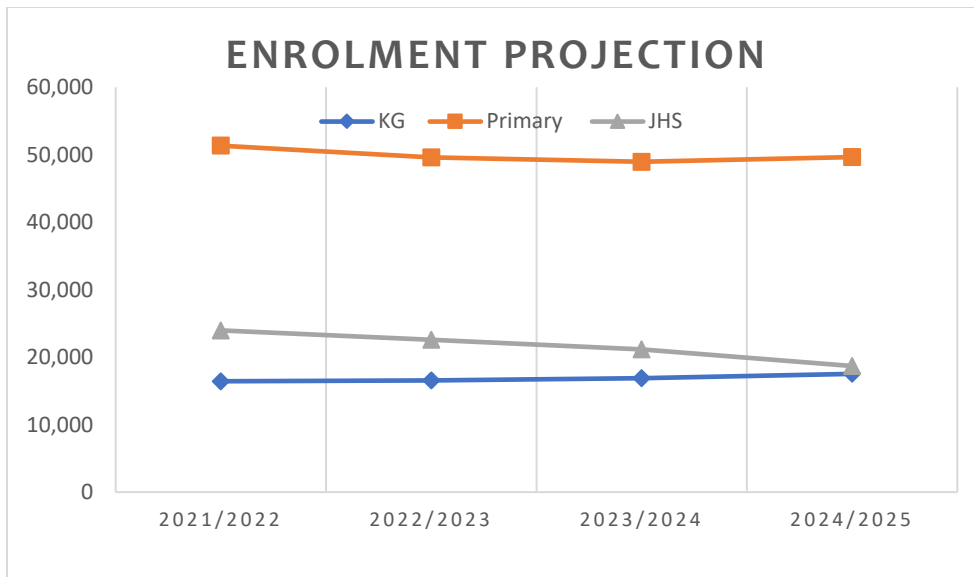
Year	Health Facility	Population	Existing	Required	Backlog
2022	Hospital	441,311	7	8	1
	Health center		5	8	5
	Clinics		23	46	4
	CHPS		27	28	5
	Maternity Home		4	4	-
2023	Hospital	452,483	9	10	-
	Health center		3	10	7
	Clinics		42	48	6
	CHPS		26	30	4
	Maternity Home		4	4	-
2024	Hospital	463,937	10	10	-
	Health center		3	8	5
	Clinics		42	46	4
	CHPS		26	32	6
	Maternity Home		4	4	-
2025	Hospital	475,682	10	10	1
	Health center		3	8	5
	Clinics		42	46	4
	CHPS		25	28	3
	Maternity Home		4	4	-

Source: Metro Statistical Dept.

Table 25: Housing Needs Assessment

Year	Total Stock as of 2010	Number of Houses		Housing Gap
		Existing	Required	
2022	60,705	63,184	77,601	14,417
2023		64,725	80,125	15,400
2024		66,266	82,731	16,465
2025		67,807	85,421	17,614

Source: Metro Statistical Dept.

Figure 15: Educational needs

3.2 Development Proposals for The Medium-Term and Long -Term

Each Sub Metro has its own unique identity and character, and the Spatial Plans are intended to enhance the growth of the Metropolis by focusing on the strengths and areas of comparative advantage of each Sub Metro rather than competing for similar functions. The three Sub-Metro of Sekondi-Takoradi are Sekondi, Takoradi and Essikado-Ketan

Takoradi Sub-Metro is classified as the “Economic-Eye” of the Metropolis and covers a land area of approximately 2,926 acres with a population of 97,352 (2010 PHC) and projected at 138,426 (2021). The objective of the Takoradi Sub Metro plan is to regenerate the Central Business District of Takoradi into a modern and efficient Central Business District not only for the aspirations of residents but also as an international business hub.

Essikado-Ketan Sub metro lies in the eastern part of Sekondi-Takoradi Metropolis with a population of 159,218 (2010 PHC) and projected at 226,393 (2021). It has a stock of undeveloped lands in the northern parts of the sub metro where the direction of growth in the Metropolis is heading. With an already existing Industrial estate and farming activities, Essikado-Ketan Sub Metro within the context of Sekondi-Takoradi will serve as the main industrial hub and the farming zone for the entire Metropolitan area.

Sekondi Sub-Metro is the oldest among the three sub-metros with a population of 70,361 (2010 PHC) and projected at 100,047 (2021). Sekondi hosts the administrative capital of the Metropolitan Assembly as well as the Regional Administration. The Sekondi Sub-metro depicts an unsustainable use of prime lands for government offices, decaying historic buildings and most importantly a prisons facility within the core of Sekondi. The overall objective of the Sekondi sub metro spatial plan is to guide the growth of Sekondi to become an administrative and tourism hub of the Metropolis with a growing dynamism in the provision of socio-political facilities/services while preserving its rich cultural heritage.

Structure Plan

The Structure Plan of the Metropolis is depicted in figure... with both medium and long-term development proposals for the Assembly. These proposals would require both the Central Government and Private Investors to invest for the Assembly to reach the desired future. The Assembly will pursue a rigorous Public-Private Partnership approach to achieve its medium and long-term aspirations. The proposed development with the 3D concept which will propel the local economic development and create the needed jobs within the metropolis is in the following areas;

- Developing Takoradi Central Business District (Redevelopment of Market Circle, and a Modern Multi –Storey Car Park)
- Development of a Modern Bus Terminal
- Enhance the Transit Terminal for Haulage Trucks at Sofokrom
- Development of Craft Village (Centre for National Culture) at Fijai
- Construction of Modern Fish Market at Sekondi
- Construction of additional Modern Garages at Kokompe (Takoradi and Kansaworodo/Mampong)

- Development of Town Houses and Model Affordable Houses
- Dualisation of Sekondi-Takoradi Road
- Construction of Kwame Nkrumah PTC roundabout inter-change
- Developing Sekondi as Administrative Hub and Heritage Site
- Reconstruction of Sekondi Market
- Real Estate and Affordable Housing Development
- Municipal Waste Processing
- Developing Eshiem Free Zone Industrial Enclave
- Developing the Agro-Industrial
- Developing the Beach Front in Sekondi and Takoradi
- Redeveloping Community Parks and Event Grounds
- Standardization of Kiosk in The Metropolis

Local Economic Development

Based on the competitive advantages the cited have, it is clear that the key economic drivers for the STMA are as follows; SMME and Informal Trade, Manufacturing, Construction, Housing, Tourism, Agriculture.

Six key economic drivers identified will help identify essential components of the emerging vision. They are as follows:

Environmental Sustainability – there is a commitment to reversing the environmental degradation that has taken place within the STMA and to adopt a “green” approach to all public and private sector activity within the Metropolis. The intention will be to consider all investments in terms of the 3 P’s – people, profit and planet – and ensure that trade-offs are made in terms of the long-term interests of the Metropolitan area.

Strategic Infrastructure Investment: The intention is to utilize investment in infrastructure to spatially reconfigure the metropolis, generate jobs and boost economic activity. The Spatial Development Framework for the Assembly has been completed but an Infrastructure audit has to be conducted to guide this investment. Government, in fulfilling its mandate of creating an environment conducive for society and business, must drive investment in infrastructure, with support from private sector partners.

Economic Development and Support –STMA will partner with key sectors such as tourism, agriculture, agro-processing furniture, craft development, education through jointly managed action-research projects that identify value-chain investment opportunities and support needs within these industries.

Education and Skills development – the idea is to mobilize all key stakeholders around a single Human Resource Development Strategy for the region that addresses life-long and quality learning throughout the district to ensure higher employment, productivity and entrepreneurship levels in our community.

Safety and Empowerment of Communities – social development requires investment into the physical and mental health and security of the district population, not to mention ensuring poverty eradication and a conscious transformation towards economic empowerment. Mobilization of stakeholders, particularly NGOs and CBOs, is crucial to ensuring that citizens are sufficiently housed, protected against the social ills of society, and are actively engaged in improving communities.

Institutional Development – this driver will address the need to strengthen and build collaborative partnerships within government, and amongst the public, private and civil society sectors. The acknowledgment is that better coordination, collaboration, good governance and the creation of an enabling environment for businesses and institutions to thrive will be essential for development in the Assembly.

Figure 16: STMA Structure Plan

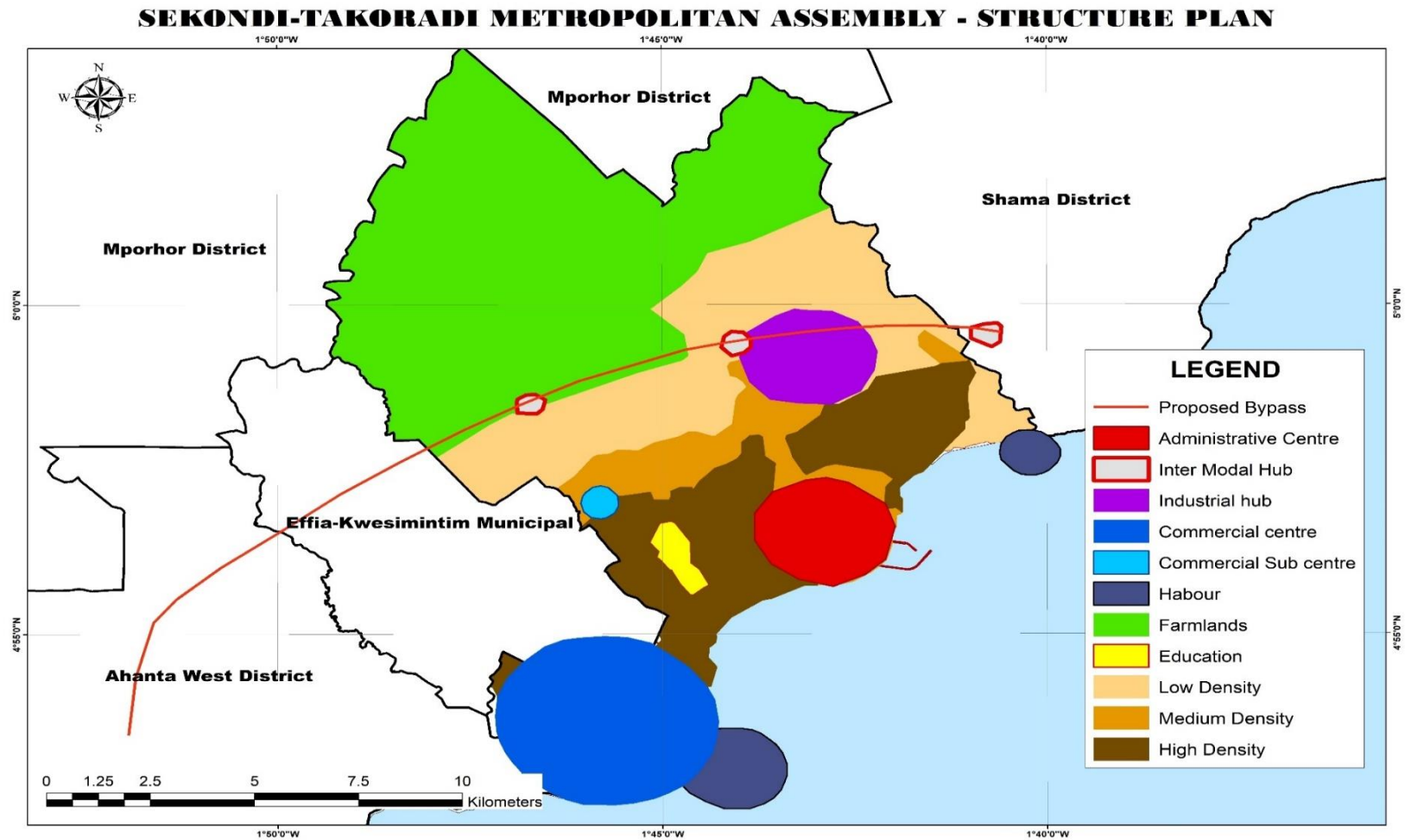


Figure 17: Developing Takoradi Central Business District

EXISTING AREA PLAN



PROPOSED AREA PLAN



Figure 18: The 4 Districts Concept

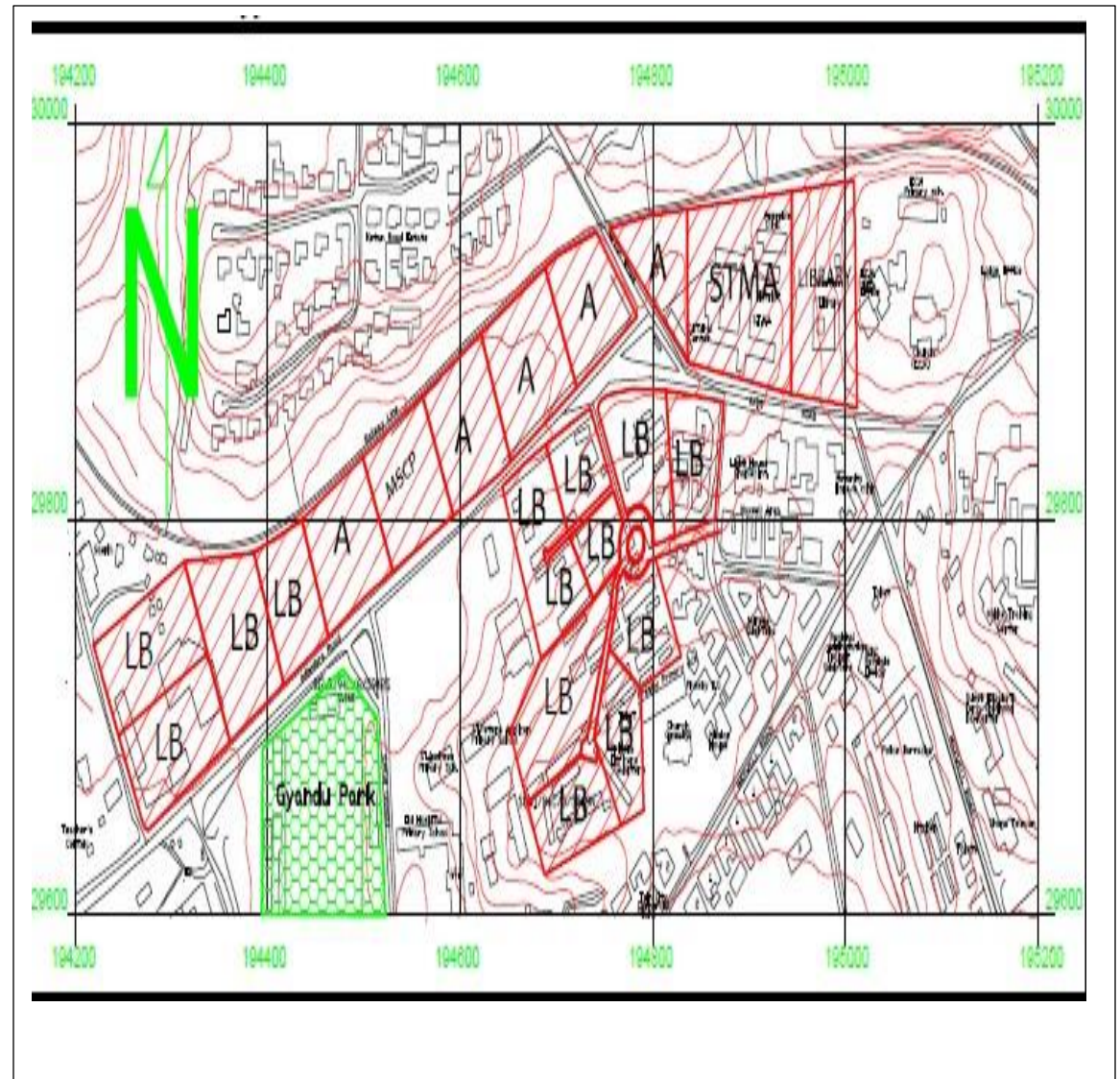
The 4 Districts

1. The Business District
 - Complex office buildings anchored by a signature hotel
2. The Cultural District
 - A mixed-use development bisected by a major retail corridor with residences and offices on either side.
 - A school and oil library
3. The Central District
 - Residential housing of medium density.
 - It will mostly be comprised of apartments and condominiums arranged around a large recreational park.
4. The Garden District
 - This area is the largest. Located to the east of the cultural and middle districts, it is



Figure 19: Developing Sekondi as an Administrative Hub

- Sekondi has prime lands to be reuse to develop ultra-modern office complexes, international conference Centre, central car park, real estate among others.
- The plan is for Sekondi to become a one stop-shop for all government transactions in the Metropolis.
- This development will entail relocation of some governments departments and agencies currently located in Takoradi to Sekondi as well as relocation of Sekondi Central prisons (currently in the core of Sekondi) to the outskirts.
- The Assembly is therefore looking for local and international partners to make this dream a reality.





DEVELOPING SEKONDI AS AN ADMINISTRATIVE HUB

Figure 20: Developing Sekondi as Heritage Site

- Sekondi has a number of colonial buildings overlooking the Atlantic Ocean at a suburb called “European Town”
- The Assembly intends to preserve these structures for architectural and historic interests.
- The Assembly is looking for interested partners to modify these structures for commercial and residential reuse [i.e. bank, restaurant, private, offices, etc.].

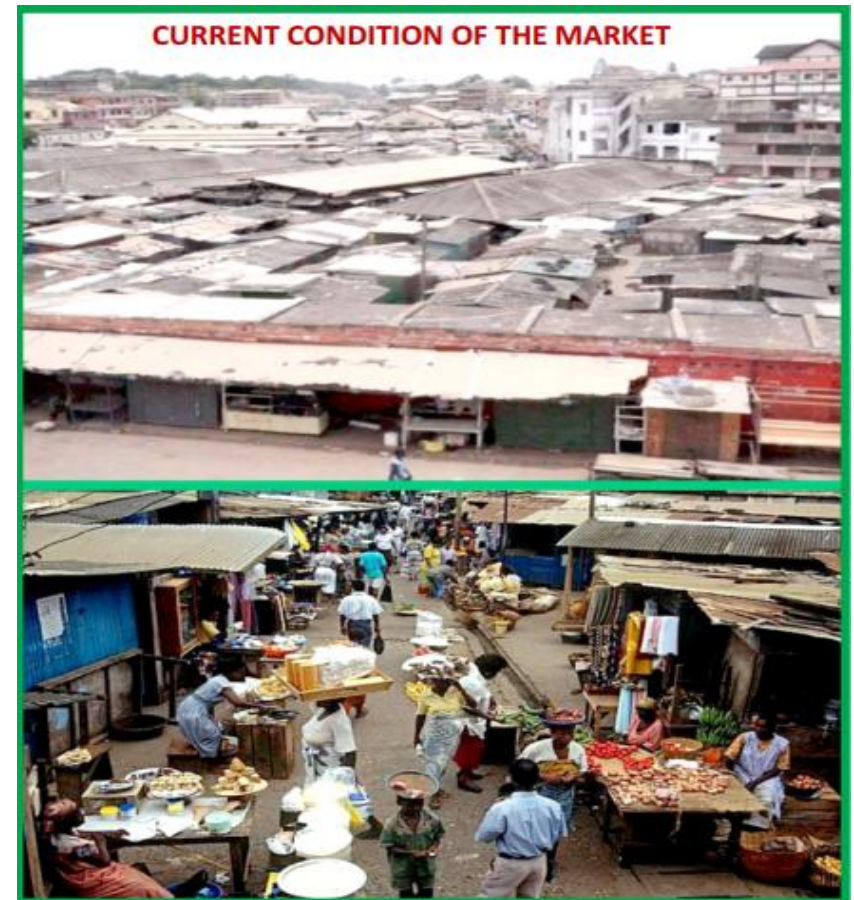
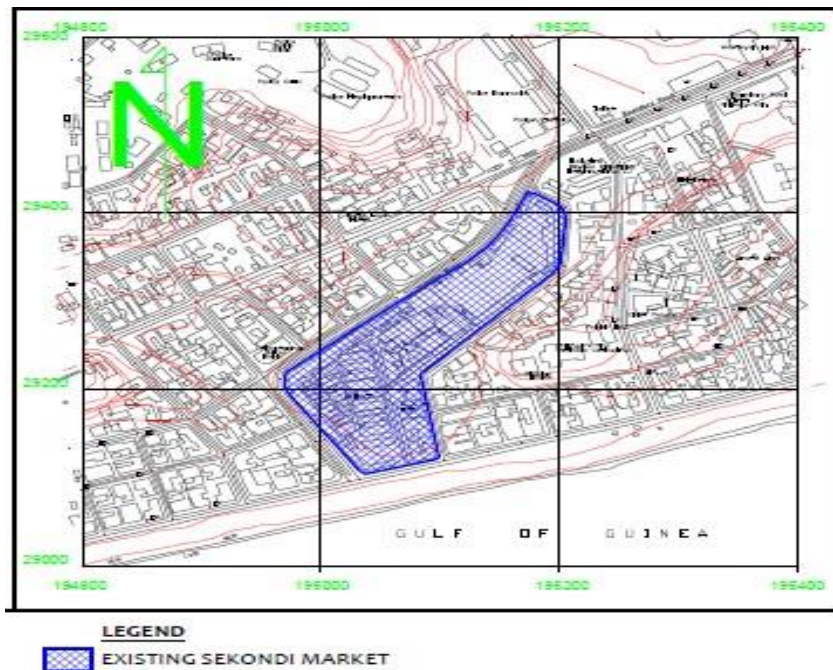


Current conditions of the Heritage Buildings at European Town



Figure 21: Reconstruction of Sekondi Market

The project involves the reconstruction of a modern market complex in Sekondi. The project will require the demolition of existing structure and the construction of a modern market



DESIRED CONCEPT OF THE SEKONDI MARKET



CURRENT CONDITION OF THE MARKET

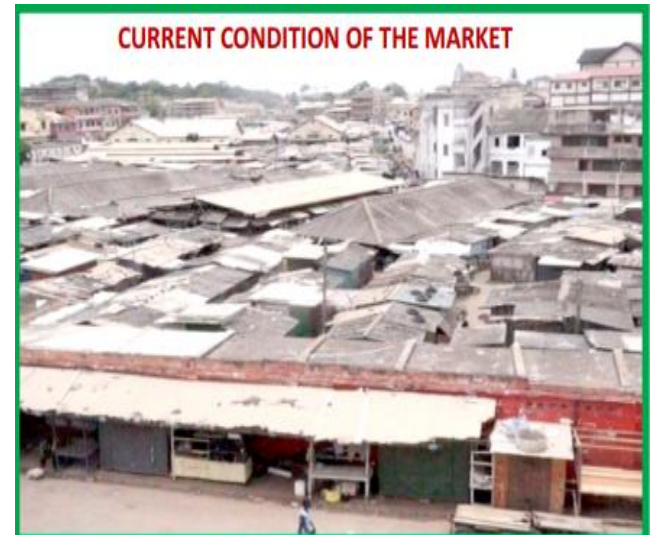


Figure 22: Developing Transit Terminal for Haulage Trucks

- There are over 2,000 haulage trucks that transport goods to and from the Metropolis due to the Port and emerging oil and gas industry.
- Currently, there is no designated place for these haulage trucks to park before or after discharging their cargos. This situation compels the haulage trucks to park along major roads within the Metropolis causing lots of traffic congestion, chaos and loss of productive hours.
- The Assembly intends to construct an Ultra-Modern Transit Terminal for Haulage Trucks for 1,500 haulage trucks.



REAL ESTATE AND AFFORDABLE HOUSING DEVELOPMENT

- The discovery of oil and gas in the region has resulted in the influx of people into the Metropolis in search of jobs in the industry.
- Due to the Oil and Gas Industry more expatriates are now living in the Metropolis than ever.
- This development has compounded the already housing deficit in the Metropolis.
- The Assembly has earmarked some prime lands and intend to partner with the private sector for real estate and affordable housing development across the Metropolis.

Figure 23: 3D Concept of Real Estate and Affordable Housing



Figure 24: Affordable Housing and Town Houses



Figure 25: Municipal Waste Processing

Proposed Waste Management

- Sekondi-Takoradi generates an average of 350 tons of waste daily.
- These wastes are collected and disposed at the Assembly's Engineered Landfill site.
- The opportunity is available for interested partners to process these wastes into energy and other by-products.



Figure 26: Developing Eshiem Free Zone Industrial Enclave

- Government of Ghana intends to establish at least One Multi-Purpose (for two or more sectors) Industrial Park in each of the ten Regions of Ghana.
- The Assembly in collaboration with Ghana Free Zones Board (GFZB) is looking for partners to develop 2200 acres Industrial Park at **Eshiem** with the provision of facilities such as:
 - Road and railway network.
 - Telecommunication
 - Reliable energy and other utilities required for industrial production.

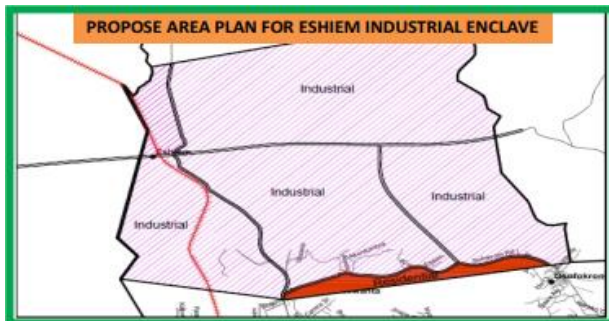


Figure 27: Developing the Agro-Industrial

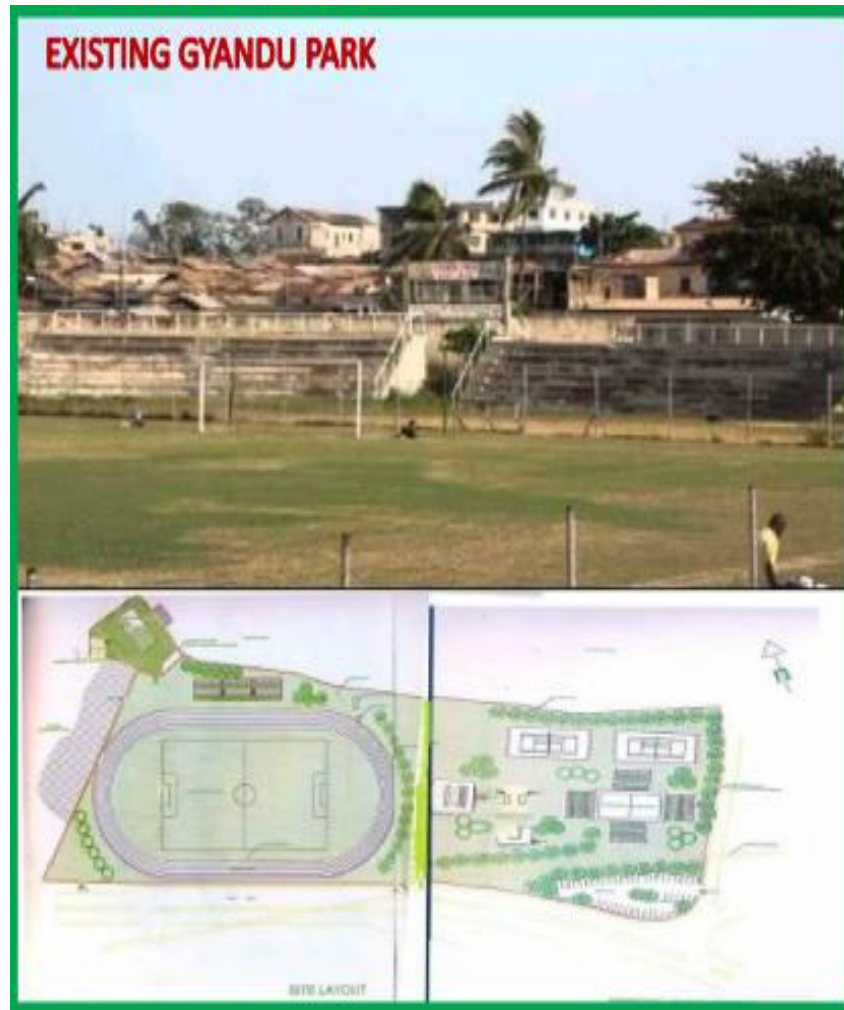
- The Metropolis has vast fertile litigation free lands for the Agriculture Industry.
- Interested partners are welcomed to take advantage of Government's many Agro based initiatives such as Planting for Food and Jobs programme.



Figure 28: Developing the Beach Front in Sekondi and Takoradi



Figure 29: Redeveloping Community Parks and Event Grounds

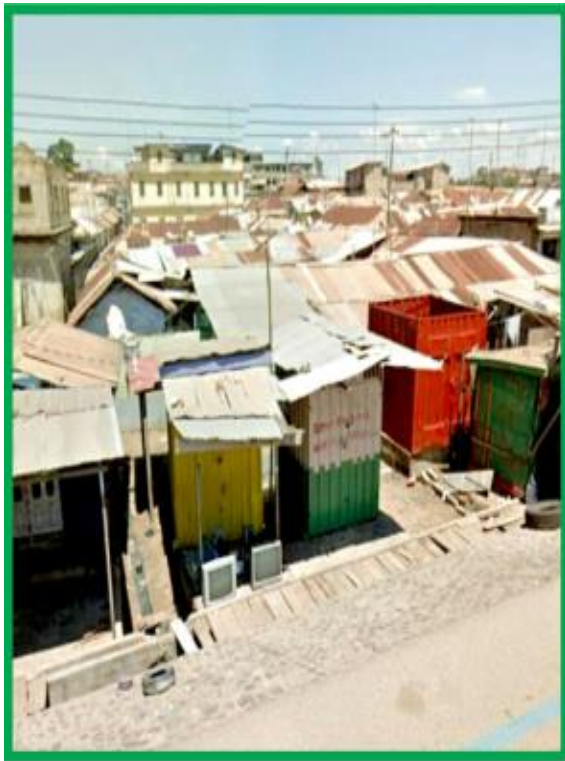


DESIRED COMMUNITY PARK



STANDARDIZATION OF KIOSK IN THE METROPOLIS

Figure 30: Proposed Modernized and Standardized Kiosks
SOME EXISTING KIOSKS



PROPOSED “MODERNIZED” STANDARDIZED KIOSKS



3.3 Development Issues, Objectives and Strategies

Table 26: Economic Development

KEY ISSUES	OBJECTIVES	STRATEGIES
Goal: Build a Prosperous Metropolis through Local Economic Development		
FOCUS AREA: STRONG AND RESILIENT ECONOMY		
Inadequate revenue to undertake developmental projects.	1.1 Ensure improved IGF performance and sustainability	1.1.1 Develop and implement a local IGF Policy (SDG Targets 17.1, 17.3) 1.1.2 Undertake revaluation of properties within the Metropolis
FOCUS AREA: INDUSTRIAL TRANSFORMATION		
Insufficient land for medium and large-scale industries. Inadequate funds to support viable industries.	1.2 Pursue strategic local industrial development initiatives	1.2.1 Facilitate access to the dedicated Free Zone land for the establishment of multi-purpose industrial parks, sector-specific industrials (SDG Target 9.2) 1.2.2 Support the revamping of government existing industrials and manufacturing enclaves (SDG Target 9.2) 1.2.3 Support and sustain the implementation of government flagship industrial development initiatives (SDG Targets 9.2, 9.3, 9.4, 9. b, 9. c)
FOCUS AREA: PRIVATE SECTOR DEVELOPMENT		
Inadequate capacity of MSMEs Limited access to credit for MSMEs Lack of interest in setting up businesses by the youth.	1.3 Support entrepreneurs and MSME development	1.3.3.5 Provide opportunities for MSMEs to participate in all public-private partnerships (PPPs) and local content arrangements (SDG Targets 8.3, 8.5, 17.17)
Old and weak market structures	1.4 Enhance local Trade	1.4.1 Develop modern markets and retail infrastructure in each sub-metro to enhance local trade (SDG Target 17.15)
FOCUS AREA: AGRICULTURE AND RURAL DEVELOPMENT		
Inadequate investment in processing and value addition.	1.5 Improve Agricultural Productivity	1.5.1 Provide reliable and quality extension service to all farmers (SDG Target 2. a) 1.5.2 Provide climate-resilient seedlings to farmers
Low interest of the youth in agriculture.	1.6 Promote agriculture as a viable business among the youth in the Metropolis	1.6.1 Support youth to go into agri-business along the value chain (SDG Targets 2.1, 2.3, 8.6) 1.6.2 Train the youth in green technologies in urban agriculture to enable them to improve their livelihoods (SDG Target 4.4)

Low productivity and poor handling of livestock/ poultry products High cost of poultry feed	1.7 Promote livestock and poultry development for livelihood and food security	1.7.1 Support implementation of the Rearing for Food and Jobs programme to increase production and processing of livestock including poultry.
FOCUS AREA: FISHERIES AND AQUACULTURE DEVELOPMENT		
The politicization of pre-mix fuel distribution Inadequate storage facilities Inadequate working equipment. Poor extension service delivery for fisheries and aquaculture development	1.8 Promote sustainable development and management of aquaculture	1.8.1. Facilitate the implementation of the Aquaculture for Food and Jobs Programme (SDG Targets 2.1, 2.3, 4.4, 16.6)
FOCUS AREA: TOURISM AND CREATIVE ARTS DEVELOPMENT		
Old and weak tourism infrastructure. Lack of interest in tourism-related issues. Scattered Craftsmen all over the Metropolis.	1.9 Develop and expand the tourism industry for economic development	1.9.1 Develop an urban cultural park (craft village) and promote local tourism (SDG Target 8.9) 1.9.2 Facilitate the development of Beach Front in Sekondi and Takoradi 1.9.3 Facilitate the development of Sekondi as a heritage site

Table 27: Social Development

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES
Goal: Create opportunities for all to live in Sekondi-Takoradi		
FOCUS AREA: EDUCATION AND TRAINING		
Inadequate school infrastructure High deterioration of existing schools. Low patronage of non-formal education.	2.1 Improve equitable access to, and participation in quality education at all levels in the Metropolis	2.1.1. Continue and support the implementation of free SHS and TVET for all Ghanaian children (SDG Targets 4.1, 4.3, 4.a) 2.1.2. Enhance the quality of teaching and learning environment at all levels (SDG Targets 4.1, 4.2, 4.6, 4.c) 2.2.3. Expand school's infrastructure and facilities at all levels (SDG Target 4.a, 4.c) 2.1.4 Rehabilitate old classroom blocks at all levels in the metropolis (SDG Target 4.a, 4.c) 2.1.5 Improve opportunities for non-formal education among youth drop-outs and adults in the metropolis
Limited resource persons at various stages of the educational ladder for PWDs.	2.2 Promote inclusive education in the Metropolis	2.2.1. Ensure inclusive education for PWDs and people with special needs (SDG Targets 4.1, 4.2, 4.5, 4.a) 2.2.2. Enhance and provide facilities in all learning centers to improve access for PWDs and people with special needs (SDG Targets 4.1, 4.2, 4.5, 4.a)
Inadequate teaching and learning materials The lower performance of some schools.	2.3 Strengthen school management systems in the Metropolis	Ensure regular and adequate supply of teaching and learning materials at all levels (SDG Target 4.2, 4.c) Enhance school supervision and management at all levels of education
FOCUS AREA: HEALTH AND HEALTH SERVICES		
Inadequate health facilities. Gaps in physical access to health infrastructure and services Inadequate and uneven distribution of personal protective equipment.	2.4 Expand accessibly, and quality Universal Health Coverage (UHC) for all	2.4.1. Provide Community-based Health Planning and Services (CHPS) (SDG Targets 3.8, 3.c, 16.6) 2.4.2. Expand, upgrade and equip health facilities in the metropolis (SDG Targets 3.8, 3.c) 2.4.3. Equip emergency medical preparedness and response services Team (SDG Target 3.7, 3.8, 3.d) 2.4.5. Strengthen the health referral system (SDG Targets 3.1, 3.6, 3.7, 16.6) 2.4.5. Mainstream gender and disability in the provision of healthcare services (SDG Target 3.8)

Higher rate of Drug and alcohol Inadequate education on the risk and danger involved in substance abuse.	2.5 Reduce non-communicable diseases	2.5.1. Increase health promotion to reduce accessibility and exposure especially among vulnerable groups i.e., children, youth, poor, etc. (SDG Targets i.4, 3.5)
High HIV and AIDS stigmatization and Discrimination among the key population. Limited awareness on HIV and AIDS/STIs, among the population especially the vulnerable groups. Higher cases of HIV/AIDS were recorded among the youth and key populations.	2.6 Reduce the rate of new HIV, AIDS/STIs and other infections, especially among vulnerable groups in the Metropolis	2.6.1. Increase and intensify HIV Counselling and Testing (HTC) programmes across the metropolis (SDG Targets 3.3, 3.7) 2.6.2. Expand and intensify comprehensive HIV and AIDS and STIs education including reduction of stigmatization (SDG Target 3.7) 2.6.3. Expand and intensify behavioral change strategies, especially for high-risk groups for HIV and AIDS and TB (SDG Targets 3.3, 3.7) 2.6.4. Strengthen collaboration among HIV and AIDS, TB, sexual and reproductive health programmes (SDG Targets 3.3, 3.7) 2.6.5. Expand and intensify efforts to eliminate mother-to-child transmission of HIV (MTCTHIV) (SDG Targets 3.3, 3.7) 2.6.6. Enhance access to antiretroviral therapy (SDG Targets 3.3, 3.7, 3.8)
FOCUS AREA: POPULATION MANAGEMENT AND MIGRATION FOR DEVELOPMENT		
High fertility rate among adolescents. an increasing rate of teenage pregnancy Limited cultural education on reproductive health for young people.	2.7. Improve maternal and adolescent reproductive health	2.7.1. Strengthen family planning education in adolescent reproductive healthcare services (SDG Target 3.7, 5.6) 2.7.2. Intensify education to reduce teenage pregnancy (SDG Targets 3.7, 5.3) 2.7.3. Expand and improve quality of adolescent and youth-friendly services (SDGs Target 3.5, 3.7, 3.8)
FOCUS AREA REDUCING POVERTY AND INEQUALITY		
Increasing rate of poverty among disabled and vulnerable homes.	2.8. Eliminate poverty and address vulnerability to poverty in all forms and dimensions	2.8.1. Ensure fair and balanced allocation of resources across each sub metros and socio-economic group (SDG Targets 1.4, 10.2, 10.3) 2.8.2. Build institutional capacity to mitigate vulnerability to shocks (SDGs Targets 1.3, 8.8, 16.6)
FOCUS AREA: WATER AND ENVIRONMENTAL SANITATION		
Poor maintenance of water facilities Irregular water supply to households. Increasing demand for household water supply Bad condition of existing pipe routes.	2.9 Improve access to safe, reliable and sustainable water supply services for all	2.9.1. Develop and implement Metro Water and Sanitation Plans (MWSPs) (SDG Targets 6.1, 16.6) 2.9.2. Ensure the provision of a disability-friendly water supply system 2.9.3. Provide mechanized boreholes and small-town water systems to unserved areas (SDGs Target 6.1, Target 6.1)

High prevalence of open defecation Inadequate and poor toilet facilities. Inadequate skip containers in various communities Delay in the conveyance of refuse. Poor hygiene practices Over-reliance on public toilet	2.10 Improve access to sustainable environmental sanitation services	2.10.1. Enforce the Assembly's bye-laws on sanitation to ensure every house own a toilet (SDG Targets 6.1, 6.2) Improve sensitization campaigns to promote proper handwashing and hygiene practices particularly among children (SDGs Target 6.2) 2.10.2. Enforce building regulation (including accessibility standards for PWDs) on the provision of toilet facilities in all homes 2.10.3. Promote Metro Total Sanitation Campaign (SDG Target 6.2) 2.10.4.
FOCUS AREA: CHILD PROTECTION AND DEVELOPMENT		
Inadequate education on development and child rights issues. Inadequate coverage and targeting of social protection programmes for children.	2.11 Promote the rights and welfare of children	2.11.1. Expand community engagements and behavioral change campaigns to promote positive parenting attitudes and practices among parents and caregivers 2.11.2. Facilitate public-private partnerships in the provision of alternative care services such as foster and kinship care 2.11.3. Scale-up District Integrated Social Services Programmes for children (especially multi-dimensionally poor), families and vulnerable adults (SDG Target 10.2)
FOCUS AREA: GENDER EQUALITY		
Limited opportunities for businesswomen to access credit. Difficulty in acquiring land and other relevant resources for agricultural purposes by women. Limited leadership role among women.	2.12 Promote economic empowerment of women.	2.12.1 Facilitate women-owned business access to credit. 2.12.2 Introduction of entrepreneurial workshop training targeting women.
Limited understanding of gender mainstreaming in sectors Inadequate training, empowerment and resources for GDOs to perform efficiently and effectively Inadequate gender budgeting at all levels of governance Dominance of males in technical skills training in market relevant and high demand occupations High unemployment rate especially for young women	2.13 Strengthen gender mainstreaming, coordination and implementation of gender-related interventions in all departments.	2.13.1. Build capacities of stakeholders for effective gender mainstreaming 2.13.2 Establish effective coordination and monitoring mechanisms for gender mainstreaming 2.13.3. Strengthen gender-responsive budgeting and financing (SDG Target 5.c) 2.13.4 Bridge employment gap by involving females in male-dominated trades and occupations

FOCUS AREA: SPORTS AND RECREATION		
Limited number of recreational facilities. Deteriorated available sports infrastructures.	2.14 Improve sports and recreational infrastructure for all	2.14.1. Promote partnerships with the private sector in the development of sports and recreational infrastructure (SDG Target 17.17) 2.14.2. Institute measures to reclaim lands earmarked for sporting and recreational activities (SDG Target 9.1) 2.12.3. Integrate sports and recreational needs of the aged and children in the provision of facilities (SDG Target 11.7)
FOCUS AREA: YOUTH DEVELOPMENT		
Limited avenues for the youth participation in local development. Low investment in Art and craft makes it unattractive for the youth.	2.15 Promote effective participation of the youth in socio-economic development	2.15.1. Build the capacity and support the youth to participate in modern and climate-smart agriculture (SDG Target 8.6) 2.15.2. Facilitate the Implementation of specific climate-responsive interventions and support the youth to harness opportunities in the green economy. (SDG Targets 16.7) 2.15.3. Facilitate and promote youth participation in all forms of creativity and innovative activities
FOCUS AREA: SOCIAL PROTECTION		
Limited coverage of Livelihood Empowerment Programmes. Untimely release of LEAP funds. Difficulties in targeting the low-income population.	2.16 Strengthen social protection for the vulnerable	2.16.1. Strengthen coordination among implementers of social protection programmes 2.16.2. Implement viable and sustainable economic livelihood schemes for vulnerable people, including persons with disabilities (SDG Targets 1.4, 2.3, 14.b). 2.16.3. Undertake public sensitization against stigma, abuse, discrimination, and harassment of vulnerable people (SDG Targets 16.2, 16.3, 16. b)
FOCUS AREA: EMPLOYMENT AND DECENT WORK		
Inadequate data on job creation Limited interest in apprenticeship development. High rate of the unemployment situation in the urban areas and among women. Low levels of technical and vocational skills. limited infrastructure for the informal economy	Promote job creation and decent work	2.17.1. Facilitate the creation of decent and sustainable jobs 2.17.2. Accelerate the provision of infrastructure for the development of businesses (SDG Targets 9.1, 9.4) 2.17.3 Develop and implement local economic development (LED) policy and private sector participation across the metropolis (SDG Targets 17.5, 17.17)

Table 28: Environment, Infrastructure and Human Settlements

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES
Goal: Protect the natural environment and ensure a resilient Sekondi-Takoradi		
FOCUS AREA: PROTECTED AREAS		
• Encroachment in conservation and protected areas	3.1 Improve mangrove and protected areas	3.1.1 Ensure the protection of mangroves and wetlands across the metropolis (SDG Target 14.1, 14.2, 14.3, 14.5, 15.9) 3.1.2 Strengthen involvement of local NGOs and communities in the management of wetlands and mangroves systems (SDG Targets 6.a, 6b)
FOCUS AREA: COASTAL AND MARINE EROSION		
• Sand wining at beaches • Unauthorized development along the coast	3.2 Reduce sea erosion along with coastal communities	3.2.1 Preservation of coastal and marine resources
FOCUS AREA: ENVIRONMENTAL POLLUTION		
▪ Improper management of solid and liquid waste including e-waste • Destructive impact of plastic waste on terrestrial, aquatic and marine ecosystems • Air and noise pollution, especially in urban areas. • Defecation along the coastal line	3.3 Reduce environmental pollution	3.3.1 Intensify enforcement of Assembly's bye-laws on noise and air pollution, including open burning (SDG Targets 11.6, 16.b) 3.3.2. Increase public education on indiscriminate disposal of waste (SDG Target 11.6)
FOCUS AREA: CLIMATE VARIABILITY AND CHANGE		
• Inadequate funding for domestic climate finance. • Limited departmental and metro adaptation plans. • Limited institutional coordination mechanism for climate action. • Limited institutional capacity to adapt to climate change and undertake mitigation actions	3.4 Enhance institutional capacity and coordination for effective climate change action	3.4.1 Build capacity development in climate change 3.4.2 Develop climate change action plan 3.4.3. Strengthen M&E systems for climate change
• Limited institutional capacity to access global funds • Increase loss of trees and vegetative cover • Degraded and exposed landscapes • Loss of trees and vegetative cover • Flooding in flood-prone areas • Encroachment on waterway areas	3.5 Enhance the Metro climate change resilience	3.5.1 Build capacity of key staff to facilitate the access to the Green Climate Fund (\$30 billion Global Fund) for climate change purposes (SDG Targets 13.a, 16.8) 3.5.1 Promote climate-resilience policies for women and other vulnerable groups in agriculture (SDG Targets 1.5, 13.1, 13.2, 13.b, 16.6) 3.5.2 Develop climate-responsive infrastructure (SDG Target 9.1)

		3.5.3 Mainstream climate change in metro development planning and budgeting processes (SDG Targets 11.b, 13.2) 3.5.4 Enhance state and non-state actor's knowledge on climate change to minimize its impacts
FOCUS AREA: TRANSPORTATION: AIR, RAIL, WATER AND ROAD		
• Poor road maintenance/rehabilitation culture. • Traffic congestion in Sekondi and Takoradi. • Rapid deteriorating of major roads • Increase in potholes. • Limited of parking space.	3.6 Improve and expand road transport infrastructure and services	3.6.1 Expand and maintain the metro road network 3.6.2 Develop standards for public transport vehicles in line with national best practices 3.6.3 Intensify collaboration with service providers (i.e., water, telecoms and energy/electricity) in the development of road network 3.6.4 Mainstream green infrastructure, climate change and sustainability issues into the transport sector activities
• Inadequate street lighting and road signs • Poor lighting systems. • Broken down vehicles on major roads	3.7 Enhance all categories of road user's safety and security in the Metropolis	8.2.1 Integrate pedestrian safety facilities in planning, design, construction and maintenance of roads (SDG Targets 3.6, 9.1, 11.2) 8.2.9 Enhance capacity for the prompt removal of accident and broken-down vehicles 8.2.10 Maintain and improve street lighting, road markings and road signage
FOCUS AREA: HUMAN SETTLEMENTS DEVELOPMENT AND HOUSING		
• Poor prioritization of Spatial Planning (Structure and Local Plans). • Haphazard building and non-compliance to available planning schemes • Weak enforcement of building regulations at the MMDA level	3.8 Promote sustainable spatially integrated development of human settlements	3.8.1 Carryout regular monitoring and sensitization on spatial planning and management 3.8.2 Undertake development control week 3.8.3 Develop database for spatial planning and management 3.8.4 Enhance capacity for spatial planning officers 3.8.9 Intensify the enforcement of building codes and standards at all levels
• Increase demand for housing. • Limited investment in affordable housing. • Poor housing structures in slum communities.	3.9 Promote public-private partnership investment in affordable housing	3.9.1 Engage public-private partnership agreement in affordable housing delivery
FOCUS AREA: RURAL DEVELOPMENT MANAGEMENT		
Imbalance spatial development	3.10 Enhance the quality of life in rural areas of the Metropolis	3.10.1 Expand and improve basic infrastructure such as potable water, sanitation, electricity, road networks, schools, health facilities (SDG Targets 1.b, 6.1, 6.2, 11.1, 11.a)
FOCUS AREA: URBAN DEVELOPMENT MANAGEMENT		

• Congestion and overcrowding in urban areas • Rapid urbanisation, resulting in urban sprawl • Rapid growth of slums in Sekondi and Takoradi.	3.11 Promote resilient urban development	3.11.1 Undertake awareness creation and the greening of human settlements (SDG Targets 11.7, 12.8) 3.11.2 Mainstream security and disaster prevention into urban planning and management systems (SDG Target 11.b) 3.11.3 Promote public-private partnerships in the development and maintenance of urban infrastructure (SDG Targets 11.3, 17.17)
FOCUS AREA: DRAINAGE AND FLOOD CONTROL		
• Recurrent incidence of flooding • Poor waste disposal practices • Poor drainage system • Silting and choking of drains • Uncovered drains • Poor landscaping • Building in waterways	3.12 Mitigate recurrent and devastating flooding in flood-prone areas	3.12.1 Ensure the construction of storm drains in flood-prone areas (SDG Targets 9.a, 11.3) 3.12.2 Distil drains within the metropolis 3.12.3 Promote the construction of green buildings especially in Sekondi & Takoradi
FOCUS AREA: INFRASTRUCTURE MAINTENANCE		
• Poor and inadequate maintenance of infrastructure • High cost of maintenance	3.13 Promote effective maintenance culture	3.13.1 Develop a maintenance plan for all public infrastructure (SDG Target 9.a) 3.13.2 Build capacity of staff to ensure requisite skills for infrastructure maintenance (SDG Target 17.9) 3.13.3 Develop asset register on all infrastructure conditions in the metropolis
FOCUS AREA: ZONGOS AND INNER CITIES DEVELOPMENT		
• Increasing number of slum communities. • Inadequate investments in social programmes in Zongo and slum communities	19.1 Improve basic social infrastructure and services, and livelihood conditions of Zongo and Vulnerable Communities	19.1.1 Accelerate investments in local economic development in Zongo and vulnerable Communities (SDG Target 1.b, 10.b, 11.c, 17.17) 19.1.2 Provide basic social infrastructure and services in Zongo and vulnerable communities (SDG Targets 11.1, 11.2, 11.3, 11.6, 11.7, 11.a, 11.c)

Table 29: Governance, Corruption and Public Accountability

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES
Goal: Maintain a stable, united and safe Metropolis		
FOCUS AREA: LOCAL GOVERNMENT AND DECENTRALISATION		
Inadequate sub-district structures (Absence of town councils) Weak ownership of policies, programmes and accountability of leadership at the local level Weak linkage between local government and traditional authorities	4.1 Deepen political, financial and administrative decentralization	4.1.1 Strengthen sub-district structures (SDG Targets 16.6, 17.9)
Poor coordination in preparation and implementation of development plans Poor linkage between planning and budgeting at national, regional and district levels Limited exploitation of local opportunities for economic growth and job creation	4.2 Improve decentralized planning	4.2.1 Strengthen local-level capacity for spatial planning (SDG Targets 16.6, 16.7, 17.9) 4.2.2 Create enabling environment for implementation of Local Economic Development (LED) and Public-Private Partnership (PPP) arrangements within the metropolis (SDG Targets 17.14, 17.17) 4.2.3 Ensure the implementation of planning and budgeting provisions in LI 2232 and the Public Financial Management Act 2016 (Act 921) (SDG Targets 16.5, 16.6, 16.a)
Limited capacity and opportunities for revenue mobilization Inadequacy of and delays in central government transfers Implementation of unplanned expenditures Untapped revenue sources	4.3 Improve Internally Generated Revenue of the Assembly	4.3.1 Enhance revenue mobilization capacity and capability of revenue staff (SDG Targets 16.6, 17.1) 4.3.2 Pursue full digitization and harmonize automation of revenue mobilization and collection in each of the three sub-metro
Apathy in participation of the citizenry in planning and budgeting. Low participation of CSOs in the assembly development agenda.	4.4 Strengthen popular participation within the sub-structures	4.4.1 Promote effective stakeholder involvement in the development planning process, local democracy and accountability (SDG Target 16.7, 11.3) 4.4.2 Promote the ownership of development process and transparency at the local level (SDG Target 16.6,7) 4.4.3 Build capacity of key stakeholders in the civil society organization (SDG Targets 16.7, 17.17) 4.4.4 Strengthen the STMA's Community Engagement Concept to encourage citizens to participate in government (SDG Target 16.7)
FOCUS AREA: PUBLIC ACCOUNTABILITY		
Weak public and community ownership of programmes and projects	4.5 Enhance transparency and social accountability	4.5.1 Deepen participatory planning, budgeting, revenue and expenditure tracking at all levels (SDG Targets 16.6, 16.7)

Low public interest and trust in public institutions Politicization of national development policies.		4.5.2 Increase opportunities and structures for public and community access to project and contract information (SDG Targets 16.6, 16.7); 4.5.3. Enhance feedback mechanisms in public service delivery (SDG Targets 16.6, 16.7); 4.5.4. Strengthen partnership with the media to enhance cohesion on metro issues (SDG Targets 16.10, 17.14, 17.17)
FOCUS AREA: CIVIL SOCIETY, AND CIVIC ENGAGEMENT		
Civil Society Organisation Poor coordination among CSOs Media Gaps in awareness, advocacy and enforcement of citizen rights and responsibilities Traditional authorities Inadequate involvement of traditional authorities in local development Religious bodies Limited involvement of religious bodies in the development planning process	4.6 Strengthen the participation of civil society in local development	Civil Society Organisations 4.6.1 promote collaboration with government and other non-government institutions across all levels of local development Media 4.6.2 Establish an appropriate framework for collaborative engagement with the media in local development (SDG Targets 16.7, 16.10, 17.14, 17.17) Traditional Authorities 4.6.3 Strengthen engagement with traditional authorities in local development and governance processes (SDG Targets 16.7, 16.10, 17.14, 17.17; Ecowas Protocol Arts. 23,28) Religious Bodies 4.6.4 Facilitate participation of religious bodies in development planning and implementation process (SDG Targets 16.7, 16.10, 17.14, 17.17)

Table 30: Emergency Planning and Response (Including Covid-19 Recovery Plan)

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES
Goal: Mainstream emergency planning and preparedness into the Assembly's development planning agenda at all levels to respond to potential internal and external threats (including COVID-19)		
FOCUS AREA: LOCAL GOVERNMENT AND DECENTRALISATION		
Incidence of natural disaster Unauthorized human activities (sand winning, encroachment, domestic and bush fires, etc.) Inadequate knowledge on the disaster. Poor early warning systems.	5.1 Promote proactive planning and implementation for disaster prevention and mitigation	5.1.1 Strengthen early warning and response mechanisms for disasters 5.1.2 Facilitate the Implementation of sub-metro and local plans to make the metropolis resilient 5.1.3 Establish monitoring mechanism for disaster prevention and mitigation plan 5.1.4 Strengthen the capacity of the National Disaster Management Organization (NADMO) and other related institutions to perform functions more effectively 5.1.5 Mainstream disaster planning into all sector plans
Limited coordination among key institutions	5.2 Strengthen coordination among key institutions	5.2.1 Conduct bi-yearly planning and review sessions among key stakeholders 5.2.2 Enhance the participation of civil society in disaster risk management
FOCUS AREA: BIOLOGICAL		
Lack of Emergency funds Inadequate Health Infrastructure and personnel	5.3 Enhance surveillance system and build response capacity to prevent, detect, contain, and respond to epidemics and pandemics	5.3.1 Ensure implementation of the health emergency preparedness and response plan 5.3.2 Improve surveillance, monitoring and evaluation of Health threats and epidemics and pandemics 5.3.3 Ensure the enforcement of the Public Health Act
FOCUS AREA: COVID-19 RESPONSE		
Lay-offs and closure of businesses. Struggling businesses.	5.4 Reduce business and workers' vulnerability to internal and external shocks	5.4.1 Sustain the current flexible working arrangements for workers 5.4.2 Institute mechanisms to support vulnerable businesses, workers and their households 5.4.3 Develop a metro-wide database for all businesses and workers 5.4.4 Provide the enabling environment and strengthen the capacity for business diversification

Table 31: Implementation, Coordination, Monitoring and Evaluation

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES
Goal: Improve delivery of development outcomes at all levels of the Assembly		
FOCUS AREA: IMPLEMENTATION AND COORDINATION		
Delay in the release of approved funds Inadequate Internally Generated Funds (IGF) Weak collaboration in the design and implementation, M&E of government programmes and projects Weak linkages between CSO/NGO plans and MTDPs Limited coordination of programmes and projects	6.1 Strengthen plan preparation, implementation and coordination at all levels	6.1.1 Ensure that planning activities of the decentralized department are in line with the Coordinated Programme (CPESDP) and MTNDPF 6.1.2 Strengthen procurement systems at all levels by adhering to PPA guidelines 6.1.3 Strengthen planning, implementation and coordination capacities of all the decentralized departments 6.1.4 Strengthen coordination between CSOs, NGOs, DPS and local authorities
FOCUS AREA: MONITORING AND EVALUATION		
Inadequate financial and logistical resources. Lack of statutory budgetary allocation for M&E Inadequate evaluations at all levels Limited M&E competencies Weak reporting and unreliable M&E data. Non-compliance with M&E requirements	6.2 Strengthen monitoring and evaluation systems at all levels	6.2.1 Strengthen M&E technical and logistical capacities at all levels 6.2.2 Develop effective participation and communication arrangements for M&E results 6.2.3 Ensure uniform reporting by all departments and units

Chapter Four: Composite Development Programmes

4.0 Introduction

The development programmes and sub-programs are prepared based on the goals, objectives and strategies that have been set to address the identified development issues and gaps in the Metropolis. The programme of action is thus intended to enhance the achievement of the set goals and objectives of the Medium-Term Development Plan of the Assembly.

4.1 Assumptions and Methodologies used for Costing.

4.1.1 Assumptions

The following assumptions were used for the costing of programmes, projects, and activities of the plan:

- The Assembly's Internally Generated Revenue (IGF) would increase.
- The DACF as a constitutional provision shall continue to be disbursed regularly and timely to the Assembly.
- The Assembly will attract Public-Private Partnership and Development Partners investments into the metropolis.
- The Assembly would continue to pass the DPAT assessment and access the DACF-RFG.
- Departments of the Assembly shall continue to receive transfer funds regularly and timely.
- Development partners and other NGOs would continue supporting the Assembly.
- Re-valuation of all properties to make property rates as a single local revenue.
- The estimated cost of projects under the Annual Programme of Action is based on the current costs of similar projects with a projected inflationary rate of 10.4% in December 2020 as indicated by the Governor of The Bank of Ghana.

4.1.2 Methods used for costing.

- **Revenue**

Revenue estimates were based largely on the approved fee fixing resolution and the available data on ratepayers.

Additionally, macro-economic factors such as inflationary trends and capacity of the local economy (i.e., District GDP Per Capita) were also factored in.

Furthermore, historical trends from the previous year's outturns and central government indicative ceilings on what to expect in the area of goods and services and capital grant supports were also considered in arriving at the projections.

- **Expenditure**

Varied methods were used in arriving at cost of goods, works and services contained in this four (4) year plan.

Methods such as Bottom-up, Top-down (Parametric), Analogy and Expert Opinion were used in the costing of programmes, projects and or services.

4.2 Composite Development Programme of Action

The Composite Programme of Action (POA) was designed to show the programmes that will be carried out by the Assembly within the medium-term to achieve the set goal and objectives under the various thematic areas based on the Programme Based Budget (PBB) programmes. The POA also shows the PBB sub-programmes, time frame for implementation, cost with sources of funding, programme status as well as implementing and collaborative agencies. It must be noted that the composite development programmes represent general policy areas and the PBB sub-programmes for Sekondi-Takoradi Metropolitan Area. The programme of action covers each of the thematic areas and it relates to the key focus areas of the National Medium Term Development Policy framework (NMTDPF) 2022-2025.

The PBB programmes captured in the POA include the following: Economic Development, Social Services Delivery, Infrastructure Delivery and Management, Environmental and Sanitation Management, Management and administration, and Budget and Finance. Table 32 shows the composite Programme of Action for 2022-2025.

4.3 Analysis of Financial Resources for Plan Implementation

The Medium-Term Plan which aims at improving the quality of life of the people in the Metropolis within a public-private partnership growth environment and reducing poverty by expanding opportunities for all will be meaningless if the needed resources are not mobilized both locally and externally to execute programmes and projects within the plan period 2022-2025. The following are the possible sources of financial resources for the plan implementation: Government of Ghana, Internally Generated Fund, Private sector investments and Development Partners investments.

4.3.1 Government of Ghana

One of the main sources of funding for the plan implementation is through the Central Government. This will focus on Central Government grants to the various departments, the statutory District Assembly's Common Fund (DACF) allocation to the Assembly, Ghana's Road Fund releases to the Department of Urban Roads.

4.3.2 Internally Generated Fund:

The Assembly will consolidate existing IGF revenue sources and expand them to mobilize adequate financial resources for the plan implementation. In consolidating existing revenue, the Assembly will adopt strategies that seek to improve efficiency and expand its revenue collection net within the existing legal provision. This will be done through re-valuation of properties, updating businesses data, undertaking a review of tax rates about the transformative direction in view to ensure maximizing the trade-offs, and strengthening revenue capacities. Specifically, the Assembly will seek to improve IGF collection mechanisms through:

- building capacity of revenue collectors to maximize tax revenue and of incentives to encourage revenue collectors.
- establishing an electronic and geo-reference inventory that properly identifies potential taxpayers (businesses, individuals, properties among others) within the metropolis.
- promoting an electronic system of revenue collection

- instituting measures curb revenue collection leakages
- enforcement of punitive measures for rate-paying non-compliance.
- enhance communication, advocacy, and dissemination strategies through the training of revenue collectors in communication and presentation skills to address beckoning questions from ratepayers.
- continuous public education on tax responsibilities to encourage the ratepayers to perform their tax obligations in partnership with CSOs and other stakeholders.

4.3.3 Private Sector Investments

The Assembly aims to attract and sustain private sector investments for the plan implementation through the following approach.

1. The Assembly has set up a Core Management Infrastructure Team to identify, prepare and package projects to suit the criteria for private sector investors. This will involve:
 - developing a portfolio of bankable projects for the Assembly.
 - partnering with other assemblies with similar needs to improve the visibility of their projects.
 - building capacities to design, deliver and evaluate bankable projects.
2. Using Public-Private Partnership (PPP) as one of the appropriate financing mechanisms in collaboration with the private sector. In utilizing the opportunities presented by PPPs, the Assembly will make use of the Special Purpose Vehicles (SPVs) to finance the metropolis development aspirations through:
 - Initiation of projects which are appropriate for PPP execution. For example, the development of Sekondi market, Development for bus transit terminal at Sekondi and Haulage truck terminal at Sofokrom, development of a multi-purpose car park at Takoradi.

4.3.4 Development Partners Investments

The Assembly will position itself to attract, mobilize and sustain Development Partners investments into the metropolis for the implementation of the plan. Around the world, there are several international development agencies, both bilateral and multilateral that are actively supporting reform and development programmes within various sectors intending to develop the necessary human resource base that will effectively and efficiently deliver public services. While several of them are geared towards addressing public policy and regulatory constraints, there are others with a focus geared towards attracting private financing for critical areas of development including infrastructure. Some of these include Emerging Africa Infrastructure Facility, GuarantCo, USAID Development Credit Authority, Community-Led Infrastructure Finance Facility and Slum Upgrading Facility. Others focus on assisting local governments in developing city development strategies and city-wide upgrading programmes (eg. Cities Alliance and Un-Habitat, European Commission).

4.3.5 Financial Control Mechanism

The following control strategies will be implemented to ensure efficient financial management.

- Strict Implementation of planned and budgeted activities
- Effective use of internal and external audit mechanisms
- Enforcement of expenditure control mechanism to leverage spending within budget lines.
- Ensure efficient financial oversight of overall expenditure.
- Effective monitoring and evaluation of Annual Action Plans and Budget

Table 32: Programme of Action														
Goal	Policy Objectives	PBB Program me	PBB Sub-programme	Time frame [Year]				Cost (GHC)			Programme Status		Implementing Institution/Department	
				2022	2023	2024	2025	GOG	IGF/ABF A	OTHERS	New	Ong oing	Lead	Collaborating
Build a Prosperous Metropolis through Local Economic Development	Pursue strategic local industrial development initiatives	Economic Developm ent	Development of Trade and Industries							1,000,000	*	*	BAC	MOTI, Conservation Foundation, Friends of Nation.
	Enhance local Trade	Economic Developm ent	Development of Trade and Industries					10,670,000.00	820,000.00	2,269,680.00	*	*	BAC	Chamber of commerce/PP D, Friends of Nation
	Support Entrepreneurship and MSME Development	Economic Developm ent	Development of Trade and Industries							400,000	*	*	BAC	Master Card Foudation, European Union,
	Ensure improved IGF performance and sustainability	Budget and Finance	Revenue Mobilisation and management						48,000			*	Budget and Rating Dept. Depart ment of Agricult ure	Ministry of Fisheries, Ministry of Agriculture Goshen Global Vision (GGV) TRACTOR, Conservation Foundation (CF) Evangor Foundation, Foundation for Action Development, Hen Mpoano, Friends of the Nations

	Promote agriculture as a viable business among the youth in the Metropolis.	Economic Development	Agriculture Development					1,250,000.00	1,435,212.00	6,206,000.00		*	Department of Agriculture	Assembly men, Opinion leaders
	Enhance safety and security for all categories of road users	Economic Development	Transport and Traffic Management					1,000,000.00	150,000.00			*	Department of Transport	Urban Roads, Works Dept.
	Develop and expand the tourism industry for economic development	Economic Development	Tourism Development					110,000.00	125,000.00	21,100,000.00		*	BAC/Central Administration	Center for National Culture GGV, CF
	Monitoring, Evaluation and communication of Economic Development Programmes	Management and Administration	Planning and Coordination					390,900.00	75,906.36	887,270.40		*	Dev't Planning Unit	Traditional Authority, Sub-Metros, Assembly men, HoDs Key Stakeholders of the Assembly
SUB-TOTAL ECONOMIC DEVELOPMENT								13,420,900.00	2,654,118.36	31,462,950.40				
Goal	Policy Objectives	PBB Programme	PBB Sub-programme	Time frame [Year]				Cost (GHC)			Programme Status		Implementing Institution/Department	
				2022	2023	2024	2025	GOG	IGF/ABFA	OTHERS	New	Ongoing	Lead	Collaborating
Create opportunities for all to live in Sekondi-Takoradi	Improve equitable access to, and participation in quality education at all levels in the Metropolis	Social Services Delivery	Education, youth and sports management							500,000	*		Department of Education	Youth and Sports, GGV, Centre for Youth and Child Crisis Intervention, CF, Hen

														Mpoano, TRACTOR
	Strengthen school management systems in the metropolis	Social Services Delivery	Education, youth and sports management					6,955,000.00	613,300.00	6,212,700.00	*		Department of Education	Youth and Sports, GGV, Centre for Youth and Child Crisis
	Promote effective participation of the youth in socio-economic development	Social Services Delivery	Education, youth and sports management					12,000,000			*		Department of Education	Youth and Sports, GGV, Centre for Youth and Child Crisis
	Reduce non-communicable diseases	Social Services Delivery	Health Services					6,916,301.00	9,714,400.00	207,525.00	*	*	Health Directorate	Assembly men Opinion Leaders
	Strengthen gender mainstreaming, coordination and implementation of gender-related interventions in all departments.	Management and Administration	Planning and Coordination					1,348,000.00	100,000.00	1,728,229.00	*	*	Central. Admi.	All Departments and Unit Heads
	Monitoring Evaluation and communication of Social Development Programmes	Management and Administration	Planning and Coordination					456,579.03	312,831.00	244,453.62		*	Devt. Planning Social Welfare	Traditional Authority, Sub-Metros, Assembly men, HoDs Key Stakeholders of the Assembly
SUB-TOTAL SOCIAL DEVELOPMENT								27,675,880.03	10,740,531.00	8,392,907.62				

Goal	Policy Objectives	PBB Program me	PBB Sub-programme	Time frame [Year]				Cost (GHC)			Programme Status		Implementing Institution/Department	
				2022	2023	2024	2025	GOG	IGF/ABF A	OTHERS	New	Ong oing	Lead	Collaborating
Protect the natural environment and ensure a resilient Sekondi-Takoradi.	Promote effective maintenance culture	Infrastruct ure Delivery and Managem ent	Public Works Service					12,030,000.00	800,000.00	181,600,000.00	*		Works Depart ment	Physical Planning, Urban Roads, Environmental Health, Development Planning Unit, Center for Youth and Child Crisis Intervention, AGRIDEF, Evangor Foundation, Conservation Foundation Hen Mpoano
	Enhance all categories of road user's safety and security in the Metropolis	Infrastruc ture Delivery and Managem ent	Urban Roads Management					388,708,475.00	1,000,000.00		*	*	Urban Roads Depart ment	Transport, Works Department Conservation Foundation,
	Enhance the Metro climate change resilience	Infrastruc ture Delivery and Managem ent	Physical and Spatial Planning Development					5,105,000.00	1,428,659.00	20,030,000.00	*	*	Depart ment of Physical Plannin g	Works Department, Conservation Foundation, GGV,AGRIDEF, Evangor Foundation,Fri ends of the Nation,TRACT

														OR, Hen Mpoano
SUB-TOTAL								405,843,475.00	3,228,659.00	201,630,000.00				
Goal	Policy Objectives	PBB Programme	PBB Sub-programme	Time frame [Year]				Cost (GHC)			Programme Status		Implementing Institution/Department	
				2022	2023	2024	2025	GOG	IGF/ABF A	OTHERS	New	Ongoing	Lead	Collaborating
Protect the natural environment and ensure a resilient Sekondi-Takoradi.	Mitigate recurrent and devastating flooding in flood-prone areas	Environmental and Sanitation Management	Disaster prevention and management					10,490,885.00	1,286,800.00	30,910,000.00	*	*	NADMO	Forestry, Works Dept., Urban Roads Dept., Waste Mgt, Hen Mpoano
	Enhance access to improved and sustainable environmental sanitation services	Environmental and Sanitation Management	Environmental Protection and Waste Management					1,221,000.00	1,648,000.00	52,993,000.00	*	*	MEHU	Waste Management Dept, GLOCEF, Conservation Foundation, AG RIDEF, Evangor Foundation, Hen Mpoano, GGV
	Monitoring Evaluation and communication of Environment Infrastructure and Human Settlement Programmes	Management and Administration	Planning and Coordination					12,526,660.80	184,903.77	8,565,990.00	*	*		Traditional Authority, Sub-Metros, Assembly men, HoDs Key Stakeholders of the Assembly

SUB-TOTAL ENVIRONMENT INFRASTRUCTURE AND HUMAN SETTLEMENT								430,082,020.87	6,348,362.77	294,468,990.00				
Goal	Policy Objectives	PBB Programme	PBB Sub-programme	Time frame [Year]				Cost (GHC)			Programme Status		Implementing Institution/Department	
				2022	2023	2024	2025	GOG	IGF/ABF A	OTHERS	New	Ongoing	Lead	Collaborating
Maintain a stable, united and safe Sekondi-Takoradi	Strengthen popular participation within the sub-structures	Management and Administration	General Administration					320,000.00	1,049,303.00	2,310,250.00		*	Central Administration	Legal,
	Improve decentralized planning	Management and Administration	Planning and Coordination					290,000.00	272,500.00	410,000.00		*	Development Planning Unit	Statistical Dept. Physical Planning Dept. Conservation Foundation, GGV, AGRIDEF, Evangor Foundation, Friends of the Nation, TRACTOR, WERENGO,
	Promote resilient urban development	Management and Administration	Planning and Coordination							2,000,000		*	PPP Team PPD	Dev. Plan Unit
	Enhance the quality of life in rural areas of the Metropolis	Management and Administration	Planning and Coordination						400,000	1,000,000		*	PPP Team	Dev. Plan Unit
	Enhance climate change resilience	Management and Administration	Planning and Coordination							1,000,000		*	PPD	Dev. Plan Unit

	Enhance transparency and social accountability	Management and Administration	Planning and Coordination							200,000		*	PPP Team	Dev. Plan Unit
	Strengthen coordination among key institutions	Management and Administration	Planning and Coordination							300,000		*	PPP Team Social Welfare	Dev. Planning Unit
	Improve decentralized planning	Management and Administration	Planning and Coordination							250,000		*	Dev. Planning	Zonal Councils, Traditional Authority, Assembly Members, Unit Committees
	Enhance transparency and social accountability	Management and Administration	Planning and Coordination							400,000		*	PPP Team Dev. Planning	Zonal Councils, Traditional Authority, Assembly Members, Unit Committees
	Strengthen the participation of civil society in local development	Management and Administration	Planning and Coordination							400,000		*	PPP Team Dev. Planning	Zonal Councils, Traditional Authority, Assembly Members, Unit Committees
	Revise Existing Drainage Master Plan for the Metropolis	Management and Administration	Planning and Coordination							50,000	*		PPP Team Dev. Planning	Zonal Councils, Traditional Authority, Assembly Members,

														Unit Committees Communities
	Monitoring Evaluation and communication of Governance Corruption and Public Accountability Programme	Manage ment and Administra tion	Planning and Coordination					18,300. .00	39,654.0 9	12,300.0 0		*	Dev. Plannin g	Traditional Authority, Sub-Metros, Assembly men, HoDs Key Stakeholders of the Assembly
SUB-TOTAL GOVERNANCE CORRUPTION AND PUBLIC ACCOUNTABILITY								628,300 .00	1,361,45 7.09	2,732,55 0.00				
Goal	Policy Objectives	PBB Program me	PBB Sub- programme	Time frame [Year]				Cost (GHC)	Program me Status				Implementing Institution/Department	
				2022	2023	2024	2025	GOG	IGF/ABF A	OTHERS	New	Ong oing	Lead	Collaborating
Build a Prosperous Metropolis through Local Economic Development	Deepen political, financial and administrative decentralization	Budget and Finance	Finance and Audit Operations					190,000 .00	435,000. 00			*	Finance	Audit Unit,AGRIDEF, Friends of the Nation,Evango r Foundation, Conservation Foundation.
		Budget and Finance	Budgeting and Rating					95,000. 00	620,000. 00	350,000. 00		*	Budget & Rating Dept.	Friends of the Nation,
	Improve Internally Generated Revenue of the Assembly	Budget and Finance	Revenue Mobilization and Management					100,000 .00	111,000. 00	150,000. 00		*	Finance	Budget & Rating Dept.

	Monitoring Evaluation and communication of Local Economic Development Programme	Manage ment and Administra tion	Planning and Coordination					11,550. .00	34,980.0 0	15,000.0 0		*		
SUB-TOTAL LED								396,550 .00	1,200,98 00.00	515,000. 00				Traditional Authority, Sub-Metros, Assembly men, HoDs Key Stakeholders of the Assembly
Goal	Policy Objectives	PBB Program me	PBB Sub- programme	Time frame [Year]				Cost (GHC)			Programme Status		Implementing Institution/Department	
				2022	2023	2024	2025	GOG	IGF/ABF A	OTHERS	New	Ong oing	Lead	Collaborating
Mainstream emergency planning and preparedness into the Assembly's development planning agenda at all levels to respond to potential internal and external threats (including COVID-19)	Enhance coordination among key institutions	Managem ent and Administra tion	Planning and Coordination					300,000 .00	100,000. 00		*		Health Dept	Decentralized Dept./ Agencies, GLOCEF, Conservation Foundation, Evangor Foundation, AGRIDEF,FAD, Organization for Rural Primary Education Development, Global Agent for Change Foundation

	Promote proactive planning and implementation for disaster prevention and mitigation	Environmental and Sanitation management	Disaster Prevention and Management							250,000	*		Health Directorate	Development Planning NADMO Traditional Authority Assembly Men
	Enhance surveillance system and build response capacity to prevent, detect, contain, and respond to epidemics and pandemics	Social Services Delivery	Health Services					800,000			*			Development Planning NADMO Traditional Authority Assembly Men
	Enhance industry resilience to shocks (e.g., COVID-19)	Economic Development	Development of Trade and Industries					900,000			*		Health Directorate BAC	Decentralised Depts /Agencies,GLO CEF
	Reduce business and workers' vulnerability to internal and external shocks	Economic Development	Development of Trade and Industries					5,000,000.00	300,000.00	1,000,000.00	*		BAC	Social Welfare Chamber of Commerce
	Monitoring Evaluation and communication of Emergency Planning and Response Programme	Management and Administration	Planning and Coordination					159,000.00	12,000.00	30,000.00	*		BAC	Traditional Authority, Sub-Metros, Assembly men, HoDs Key Stakeholders of the Assembly
SUB-TOTAL EMERGENCY PLANNING AND RESPONSE								5,459,000.00	412,000.00	1,030,000.00				

Improve delivery of development outcomes at all levels of the Assembly	Strengthen plan preparation, implementation and coordination at all levels	Management and administration	Planning and Coordination					100,000.00	50,000.00	100,000.00	*		Development Planning Unit	Decentralized Dept./Agencies
	Strengthen monitoring and evaluation systems at all levels	Management and Administration	Planning and Coordination						1,000,000			*	Central Admi.	Traditional Authority, Sub-Metros, Assembly men, HoDs Key Stakeholders of the Assembly WERENGO
SUB-TOTAL IMPLEMENTATION COORDINATION MONITORING AND EVALUATION								100,000.00	1,050,000.00	100,000.00				

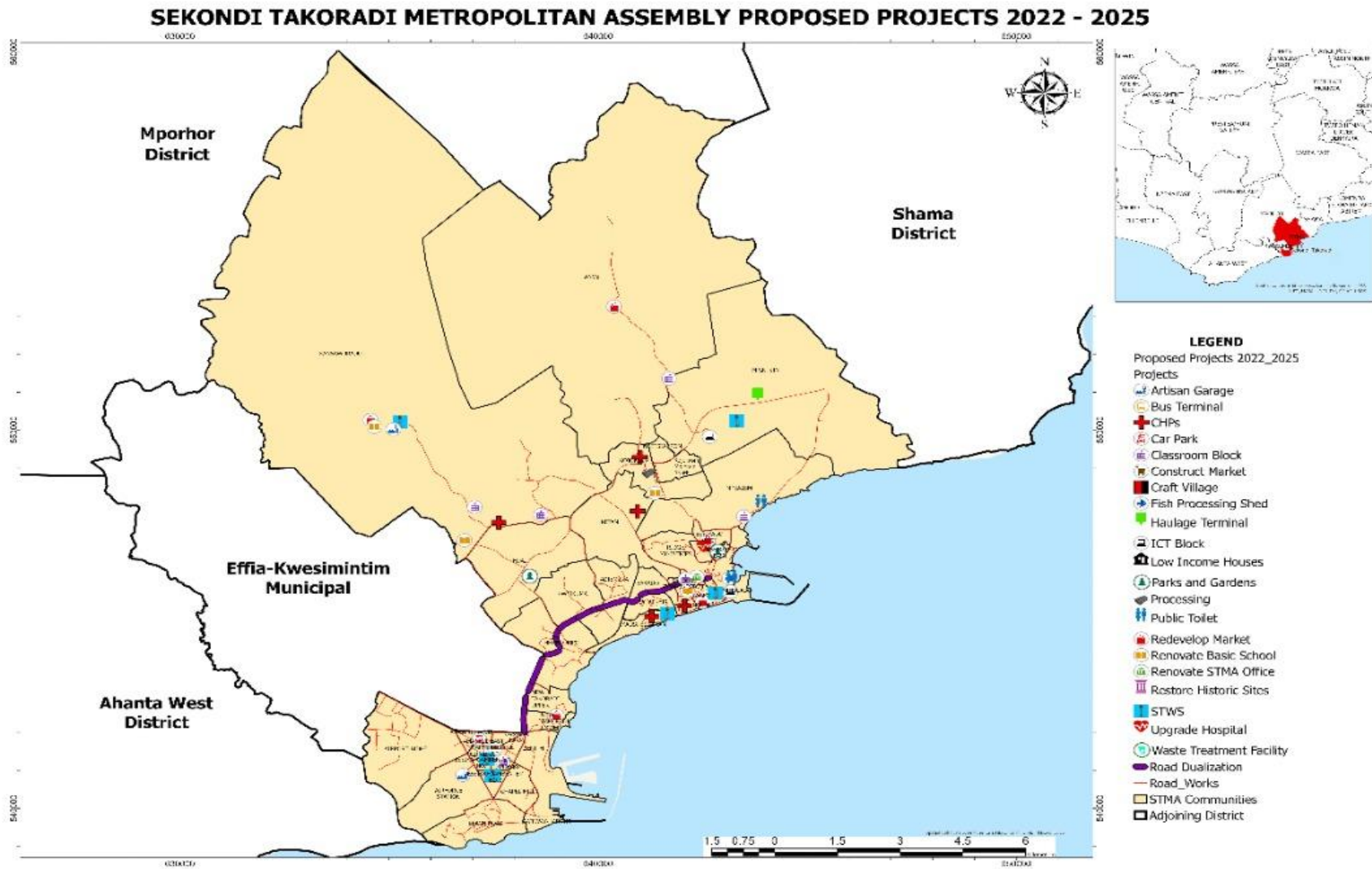
Programme Financing

This aspect of the Plan looks at the expected Revenue/Sources of Funding for the implementation of programmes and activities outlined in the plan. It also presents the expected revenue needed for each of the Development Dimensions and mechanisms to fill the financial gap.

Table 33: Programme Financing

Development Dimension	Programmes (PBB)	Programme Cost	Expected Revenue/Source of Funding							Total	Gap	Mechanisms to fill Gap
			GOG	IGF	DACF	DACF-RFG	DPs	ABFA	Others			
Economic Development	Economic Development	2,359,089,401.	500,000,000,000.	73,280,779.95	30,411,784.00	4,133,346	40,000,000	0	80,000,000	727,825,909.95	2,408,330,586	Set up a Core Management Infrastructure Team to identify, prepare and package projects to suit the criteria for private sector investors. Write project proposal to attach funding Using the PPP approach to finance the gap Re-valuation of properties to generate more IGF
	Total	2,359,089,401.										
Social Development	Social Services Delivery	77,841,156										
	Total	77,841,156										
Environment, Infrastructure and Human Settlements	Infrastructure Delivery and Management	599,428,790										
	Environmental and Sanitation Management	94,129,393										
	Total	693,558,183										
Governance, Corruption and Public Accountability	Management and Administration	3,876,755										
	Budget and Finance	1,886,000										
	Total	5,762,755										
GRAND TOTAL = 3,136,156,495												

Summary of Medium-Term Projects Map



Chapter Five: Annual Action Plans

5.0 Introduction

This chapter presents how the detailed programmes would be phased annually for the planned period. The following section is dedicated to the composite annual action plans of the various departments and units of the Metropolitan Assembly.

This budget for the implementation of programmes and projects would be obtained largely from the Central Government Funds, District Assembly Common Fund, Internally Generated Fund, Ghana Urban Management Project Funds, Urban Development Grant, District Development Fund and other donor sources.

Table 34: Annual Action Plan 2022

ANNUAL ACTION PLAN 2022													
Programme (PBB): Economic Development													
Sub-programme (PBB)	Broad Activities	Location	Time Frame				COST			Programme Status		Implementing Institution/Department	
			Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-going	Lead	Collaborating
Development of Trade and Industries	Organize Bootcamp training, incubation, prototype training, business coaching and mentorship, entrepreneurship and financial literacy training, kaizen training, digital and e-commerce training	Metro wide	*	*	*	*			50,000			BAC	MasterCard Foundation, STMA, GLOCEF, Conservation Foundation
	Partner STCCI to organize Training on export development for identified SMEs in the STMA	Takoradi	*	*	*	*			40,000			STMA/STCCI	GIPC/MoTI
	Collaborate with MoTI to organize sensitization programs on the PPP /local content Concept for identified SMEs	Sekondi	*	*	*	*	10,000					STMA/MoTI	GNPC/STCCI
	Facilitate the enrolment of SMEs onto the 1D1F Programme		*	*	*	*	10,000	10,000				STMA/MoTI	GNPC/STCCI
	Organize training on bookkeeping and financial management training, regulatory requirement training for manufacturing businesses, group dynamics and	Metro wide	*	*	*	*		25,000				BAC	STMA

	development training for trade associations												
	Construction and Establishment of SAEMAUL GARA processing facility	Kojokrom							200,000			STMA/Private Partner	WRCC/MLGRD/MOF
	Organize District trade fair	Takoradi	*	*	*	*		50,000	100,000			BAC	MPCU
	Construction of 1No. fish processing shed for fishmongers	European Town	*	*	*	*	400,000					Works	BAC/MPCU
	Redevelop 2No. existing community markets	New Takoradi Essikado,	*	*	*	*	500,000	300,000	1,000,000			STMA/Private Partner	WRCC/MLGRD/MOF
	Development of modern Multi-storey car park in Takoradi through a Public Private Partnership (PPP) arrangement	Takoradi	*	*	*	*	100,000	100,000	800,000,000			STMA/Private Partner	WRCC/MLGRD/MOF
	Development of a Transit Terminal Haulage trucks in the Metropolis through a Public Private Partnership (PPP) arrangement	Sofokrom	*	*	*	*	100,000	100,000	150,000,000			STMA/Private Partner	WRCC/MLGRD/MOF
	Development of Modern Bus Terminals at Sekondi through a Public Private Partnership (PPP) arrangement	Sekondi	*	*	*	*	150,000		15,000,000			STMA/Private Partner	WRCC/MLGRD/MOF
	Redevelopment of Sekondi Market through a Public Private Partnership (PPP) arrangement	Sekondi	*	*	*	*	1,000,000		500,000,000			STMA/Private Partner	WRCC/MLGRD/MOF
	Continuation of Redevelopment of Takoradi Market Circle Phase I	Takoradi	*	*	*	*	50,000		250,000,000			STMA/Contracta	WRCC/MLGRD/MOF

	Redevelopment of Takoradi Market Circle Phase II	Takoradi	*	*	*	*	300,000		500,000,000			STMA/Contracta	WRCC/MLGRD/MOF
Promote livestock and poultry development for food security and income generation	Facilitate the implementation of Planting for Export and Rural Development	Metro wide	*	*	*	*			224,000			Agric Directorate	Decentralized Dept. MoFA, Farmers Association GGV
	Facilitate the implementation of Planting for Food and Agriculture	Metro wide	*	*	*	*	180,000		100,000			Agric Directorate	Decentralized Dept. MoFA, Farmers Association GGV
	Train Agric Extension Officers to promote the introduction of climate-smart agriculture technologies	Metro Wide	*	*	*	*	20,000		10,000			Agric Directorate	Decentralized Dept. MoFA, Farmers Association GGV
	Organise Farmers' Day Celebration	Metro wide	*	*	*	*		463,404.				Agric Directorate	Central Administration
Tourism Development	Facilitate the development and operationalization of a craft village	Culture Centre-Fijai	*	*	*	*	30,000		20,000,000			STMA/CNC	WRCC/ Private Partner, Conservation Foundation
	Facilitate the organization of Annual Masquerading Carnivals to boost domestic tourism	Metro wide		*		*		10,000				STMA-Public Relations Unit	Sub-Metros/ Masquerading, Conservation Foundation
	Facilitate the organization of "Yesu Asor "Easter Carnivals at Sekondi and Communities Fest at Adiembra, Kweikuma, Nkotompo, Ekuasi/Essaman to boost domestic tourism	Metro wide	*	*	*	*	20,000	20,000				STMA-Public Relations Unit	Sub-Metros/ Assembly members/ Chiefs GGV Conservation Foundation

	Support the celebration of Kundum Festival to boost domestic tourism	Metro wide			*			15,000				Central Administration	Essikado Traditional Council/ Sub-Metro
Programme (PBB): Social Services Delivery													
Education, youth and sports management	Improve infrastructure facilities at the Railway University		*	*	*	*	3,000,000.00					Works	Education Directorate RCC GWCL
	Construction of 5No. 6-Unit Classroom block with ancillary facilities at Ngyeresia, Nkroful Bishop Essuah Primary-Takoradi, Inchaban Nkwanta M/A Basic Sch	Metro Wide	*	*	*	*	1,450,000		750,000			Works	Education Directorate GLOCEF Conservation Foundation.
	Renovation of 10No. Public basic schools (Nana Nketsia M/A JHS, Kojokrom M/A JHS, Chief Ibrahim, Old Hospital, Catholic Mixed Primary Schools. Mark's Anglican Primary School, Ntankofo M/A, Eshiem M/A, New Takoradi Methodist KG/Primary)	Metro wide	*	*	*	*	800,000	200,000	800,000			Works Dept.	Education Directorate GLOCEF Conservation Foundation
	Rehabilitation of 2No. 3-unit classroom block, Teacher's bungalow and toilet facility for Ahanta Mampong Primary School	Ahanta Mampong	*	*	*	*			300,000			Works Dept.	Education Directorate, GLOCEF, Conservation Foundation
	Continuation and completion of a 6-unit classroom block	Kansaworodo	*	*	*	*	450,000					Works Dept.	Education Directorate GLOCEF

	Construction of 1No. Teacher's accommodation for Mmeredane M/A	Mmeredane	*	*	*	*	260,000					Works Dept.	Education Directorate
	Organize BECE mock exams for BECE candidates	Metro Wide	*	*	*	*	60,000	40,000	50,000			Metro Education Directorate	Central Administration MPs
	Supply 1000 dual desks, 1000 mono desks, 1000 hexagonal desks, 100 teachers' tables and chairs and 100 cupboards to schools	Metro wide	*	*	*	*	450,000		700,000			Works Dept.	GES Directorate, Procurement, CODA GLOCEF, CF, ORPED GNPC
	Construction of Toilet facility for Newly Constructed KG block at Ahenkofi M/A KG	Ahinkofi	*	*	*	*	100,000					Works Dept.	GES Directorate, Procurement GLOCEF, CF, ORPED
Health Services	Construction of Enhanced Proposed CHPs Compound Including furniture	Kansaworodo	*	*	*	*	550,000					Works Dept.	Health Directorate, NGOs (CF, EF, FAD, AGRIDEF)
	Completion of Enhanced CHPs Compound	Kojokrom	*	*	*	*	400,000					Works Dept.	Health Directorate, NGOs (CF, EF, FAD, AGRIDEF)
	Train 130 community volunteers on case identification and reporting	Metro wide	*	*	*	*	48,774					Health Directorate	HRD
	Train 50 staff on the IDSR guidelines	Metro wide	*	*	*	*	8,547					Health Directorate	HRD
	Transport samples of priority diseases to reference laboratories	Metro wide	*	*	*	*	594					Health Directorate	HRD
	Sensitize the public on priority diseases through radio discussion and CIC	Metro wide	*	*	*	*	7,480					Health Directorate	Media
	Conduct follow-up on IGFER cases	Metro wide	*	*	*	*	3,300					Health Directorate	STMA

	Provide quarterly feedback to community members through durbars in all 4 sub-metros	Metro wide	*	*	*	*	58,784						Health Directorate	STMA Health Directorate, NGOs (FC, EF, FAD, AGRIDEF)
	Conduct quarterly monitoring and supportive supervision on routine immunization	Metro wide	*	*	*	*		3,238.40					Health Directorate	STMA
	Conduct quarterly HIV/AIDS review meetings	Metro wide	*	*	*	*			8,360				Health Directorate, Metro HIV Focal Person	Metro AIDs Committee/ NGOs (CF, EF, FAD, AGRIDEF, RAAF, LRF, MLPF)
	Conduct awareness creation on the 90-90-90 goal through media platforms	Metro wide	*	*	*	*			7,480				Health Directorate, Metro HIV Focal Person	ISD, Media/NGOs (CF, EF, FAD, AGRIDEF, RAAF, LRF)
	Organize quarterly HIV Testing Services (HTS) by utilizing public gatherings eg: festivals, political events, schools and community outreach)	Metro Wide	*	*	*	*	10,000						Health Directorate, Metro HIV Focal Person	ISD, Media/NGOs (CF, EF, FAD, AGRIDEF, RAAF, LRF, MLPF)
	Support Models of Hope and PLHIV Support Groups meetings	Metro Wide	*	*	*	*	5000						Health Directorate, Metro HIV Focal Person	Central Administration Model of Hope, MLPF, RAAF, RLF
	Train 40 health staff on the screening of NCDs	Sekondi	*	*	*	*			7,480				Health Directorate,	GHS
	Organize 5 durbars and Radio discussions to promote healthy living and lifestyle	Metro wide	*	*	*	*			7,480				Health Directorate	ISD, Media NGOs (FC, EF, FAD, AGRIDEF)
	Sensitize the public on communicable diseases	Metro wide	*	*	*	*			7,920				Health Directorate	ISD, Media

	through all available media platforms												Health Directorate, NGOs (FC, EF, FAD, AGRIDEF)
	Organize a meeting to sensitize clinicians on Viral Hepatitis	Sekondi	*	*	*	*			2,090			Health Directorate	ISD, NGOs (FC, EF, FAD, AGRIDEF)
	Conduct quarterly monitoring and supportive supervision to facilities offering DOTS	Metro wide	*	*	*	*			4,338			Health Directorate	MPCU
	Conduct IGfer tracing during home visits	Metro wide	*	*	*	*			6,600			Health Directorate	MPCU
	Train 50 health staff on TB case management and documentation	Sekondi	*	*	*	*			8,932			Health Directorate	MPCU
	Organize refresher training on malaria case management for 40 clinicians and CHOs	Sekondi	*	*	*	*			9,240			Health Directorate	WRCC
	Request for RDTs at the regional medical stores	Sekondi	*	*	*	*			475.20			Health Directorate	WRCC
	Conduct quarterly malaria review meetings	Metro wide	*	*	*	*			11,176			Health Directorate	WRCC
	Conduct monitoring and supervision on LLINs continuous distribution	Metro wide	*	*	*	*			6,415			Health Directorate	STMA
	Organize durbars to create awareness on NTDs selected communities	Metro wide	*	*	*	*			4,312			Health Directorate	TA's NGOs (FC, EF, FAD, AGRIDEF)
	Conduct screening on NTDs in selected communities and schools	Metro wide	*	*	*	*			1,760			Health Directorate	Assembly Men
	Conduct mass distribution of drugs to targeted communities and facilities	Metro wide	*	*	*	*			3,269			Health Directorate	ISD, Media

	Train 50 health staff on WASH/FIT	Sekondi	*	*	*	*			9,317			Health Directorate	HRD
Social Welfare and Community Development	Provide case management services to 620 children.	Metro wide	*	*	*	*	203,000					SWCD	Dev't Planning, Center for Youth and Child Crisis Intervention, GLOCEF, Hen Mpoano
	Supervise 50 day-care centers every quarter	Metro wide	*	*	*	*	20,000					SWCD	GES, CYCCI, ORPED, GLOCEF
	Provide care for 5 abandoned babies and missing children every quarter	Metro wide	*	*	*	*	2,000					SWCD	Health Directorate, CYCCI, ORPED, GLOCEF
	Organize public education in 15 selected communities on child abuse by using child protection tool kits	Metro wide	*	*	*	*			18,800			SWCD	GES Directorate, CYCCI, ORPED, GLOCEF
	Provide social services to 2 hospitals in the metropolis	Essikado Effia Nkwanta	*	*	*	*	8,000					SWCD	Health Directorate, CYCCI
	Disbursed cash to 499 LEAP beneficiaries	Metro wide	*	*	*	*	150,000					SWCD	Central Admi.
	Provide skill training to 50 women on income generation. activities	Metro wide	*	*	*	*	10,000					SWCD	BAC GGV GLOCEF CYCCI, AGRIDEF Hon Mpoano.
	Organize public education on environmental hygiene in 5 communities in the metropolis	Metro wide	*	*	*	*	3,000					MEHU, SWCD	EHD, GLOCEF, Conservation Foundation, AGRIDEF, EF

	Capacity building for 5 women groups in Gender-Based Violence, Child protection, in the 3 sub metros	Metro wide	*	*	*	*			30,000			Gender Desk Officer	SWCD, NGO's (Center for Youth and Child Crisis Intervention, GLOCEF, EF)
	Identify and Support 24 persons with intellectual abilities and 8 PWDs annually under the Productive Inclusiveness (PI) Initiative	Metro wide	*	*	*	*			60,000			SWCD	MPCU, GLOCEF, CF, EF, ORPED
	Train Metro Social Protection Committee to select and monitor activities of Trainees and their Master craftsmen	Metro wide	*	*	*	*			60,000			SWCD	MPCU EF
	Organise 1N0. Advocacy workshop for staff in gender mainstreaming into departmental activities	Metro wide	*	*	*	*	15,000					Gender Desk Officer	SWCD
	Organise 5 No. Radio and 10 Communities Campaign targeting youth-orineted topies on adolescent reproductive health, gender-based violence, irregular migration on their effects and preventions in the Metropolis	Metro wide	*	*	*	*	10,000		100,000			Gender Desk Officer	SWCD
	Select and train 500 young women (18-35yrs) in short term technical skills training in male-dominated occupations and Skills development training for 200 unemployed youth and	Metro wide	*	*	*	*			500,000			WUSC Social Welfare, Non-Formal	MPCU, BAC, GDO Traditional Authorities, Assembly members

	women in green social enterprises												
Programme (PBB): Infrastructure Delivery and Management													
Public Works Service	Extend Pipe borne water	Mpintsin	*	*	*	*			100,000			Works	GWCL, CF Dev't Planning
	Maintenance of Assembly's official bungalows and office buildings	Sekondi	*	*	*	*	400,000	200,000				Works	Central Admi.
	Re-roofing of STMA main office	Sekondi	*	*			500,000					Works	Central Admi.
Urban Roads Management	Grading, Patch Potholes, Clean drains & culverts, Repair drains & culverts	Metro wide	*	*	*	*	30,603,000					Urban Roads Dept.	Works Department
	Culvert Replacement at Palm-Lands	Palm-Lands	*	*	*	*	970,000					Urban Roads Dept.	Works Department
	Culvert Replacement at Ketan Road	Ketan Road	*	*	*	*	970,000					Urban Roads Dept.	Works Department
	Culvert Replacement at Nkotompo	Nkotompo	*	*	*	*	2,575,000					Urban Roads Dept.	Works Department
	Construction of Kokompe Animens Road	Kokompe Animens Road	*	*	*	*	24,758,000					Urban Roads Dept.	Works Department
	Rehab. Of Poase to Nkotompo Rd.	Poase to Nkotompo Rd.	*	*	*	*	6,875,475					Urban Roads Dept.	Works Department
	Dualization of Sekondi Road	Sekondi Road	*	*	*	*	48,000,000					Urban Roads Dept.	Works Department
	BRT for STMA, Shama and Agona	STMA, Shama and Agona	*	*	*	*	25,000,000					Urban Roads Dept.	Works Department

Physical and Spatial Planning Development	Establishment and Operationalization of Public Data Room	Sekondi	*	*	*	*		63,000				PPD	MIS LUPSA
	Public Awareness of Development Control	Metro wide	*	*	*	*		6,000				PPD	CENT. ADMI PRO, MWD NGO
	Development Control/Management	Metro wide	*	*	*	*		125,824				PPD	EPA, MWD, GNFS, ECG, HYDRO, GEO. SERV, MDPU, NADMO, DUR
	Development of Green Space/Corridors Active Mobility	Metro wide	*	*	*	*		315,000				PPD	Education Directorate DUR, GGV, FoN, CF
	Review and Standardisation of Planning Schemes	Sekondi	*	*	*	*		5,000				PPD	MWD Lands Commission
	Research and Development on Sustainable Sekondi (Planned Revitalisation of Sekondi)	Sekondi	*	*	*	*		15,000				PPD	MDPU
	Capacity building for SPC members actors in landuse & spatial planning	Sekondi	*	*	*	*		60,000				PPD	Budget, Finance, Central Admi. MWD
Programme (PBB): Environmental and Sanitation Management													
Disaster prevention and management	Education Follow up visits (communities on Disaster's prevention and management)		*	*	*	*	44,000					NADMO	Ghana Edu. Ser. Ghana Health Service Envi. Health STMA Fire Service.
	Formation of DVGS Education Follow up Visits	Metro wide	*	*	*	*	12,250					NADMO	ASS. Members Opinion Leaders Fire Service
	Visit radio stations for education on disasters on	Metro wide	*	*	*	*	6,300					NADMO	Ghana Edu. Service

	disasters and similar emergencies												Ghana Health Service Envi. Health STMA Fire Service
	Desilting of gutters	Metro wide	*	*	*	*	8,000					NADMO	Works, Urban Roads Dept.
	Education of Schools on climate change	Metro wide	*	*	*	*	15,000		30,000.00			NADMO	GES NGOs (CF, FoN, GGV, EF, AGRIDEF, TRACTOR TRACTOR
	Urgent Interventions to alleviate flooding in selected communities (Desilting, erosion protection, culverts and drains construction, etc) Takoradi,- Mankesim White House Bishop Essuah Basic School Ekuase/Essaman	Metro wide	*	*	*	*			10,000,000			CODA NADMO	Hydro Dept. Works Dept Hen Mpoano
	Build capacity of staff to assess the Global Climate Change Funds	STMA	*	*	*	*	30,000		50,000			MPCU	Consultant /Development Partners/FoN
	Preparation of STMA Climate Resilient Policy & Strategy and Climate Action Plan	Metro wide	*	*	*	*		36,800	55,000			PPD/ Developme nt Planning Unit	Departments and Agencies/ NGOs (CF, FoN, GGV, EF, AGRIDEF, TRACTOR
	Continuation of Metro wide Tree planting and nurturing exercise and awareness creation	Metro wide	*	*	*	*	10,000		50,000			Parks & Gardens NADMO	Edu. Dir., Forestry NGOs (CF, FoN, GGV, EF, AGRIDEF, TRACTOR

	Engage a consultant to Review and Update Drainage Master Plan Report for implementation	Metro Wide		*	*		80,000	20,000	100,000			MPCU	Hydro Dept Consultant
	Preservation of wetlands and Monkey Hill in the metropolis	Metro Wide	*	*	*	*			500,000			STMA Forestry	FoN GGV, CF,
	Promote Urban Agriculture through Climate Smart Technologies	Metro Wide	*	*	*	*	20,000		80,000			Agric Dept.	NGOs (CF, FoN, GGV, EF, AGRIDEF, TRACTOR
	Implementation of STMA's Policy to promote Green Building	Metro Wide	*	*	*	*		30,000				PPD	Works Dept.
Environmental Protection and Waste Management	Renovation of 1No. public toilet	Asafo	*	*	*	*			30,000			Works Dept.	MEHU/WMD
	Conduct a baseline survey on the sanitation situation in the metropolis and operationalize a publicly accessible public online sanitation registry	Metro Wide	*	*					350,000			Statistical dept.	MEHU, Planning Dept./ OGP Support Unit/ World Bank FoN, STMA-CSUF
	Develop a robust 5-year strategy and action plan for the water and sanitation sector, including the establishment of monitoring, regulatory, and social accountability mechanisms, and the mobilization of financial resources.	Metro Wide			*	*			160,000			Development Planning Unit	MEHU, Planning Dept./OGP Support Unit/ World Bank WERENGO
	Construction of 2No. 20-seater public toilets	European Town, Ngyeresia,	*	*	*	*			453,000			Works Dept.	MEHU/WMD/Development partners/NGO

	Partner with STMA-CSUF and other WASH CSO to mobilize funding for the Construction of 2000 household toilets facilities.	Metro wide	*	*	*	*		300,000	2,500,000			STMA-CSUF	Development Pl. MEHU, Banks, NGOs
	Provide 4No. refuse to skip containers (Nkroful, Ketan, Bakado, Ntankoful)	Sub-Metro level	*	*	*	*		60,000				WMD	MEHU Central Administration
	Conduct Domiciliary Inspection	Metro wide	*	*	*	*		11,000				MEHU	WMD
	Conduct Food Hygiene & Safety inspections	Metro wide	*	*	*	*		9,000				MEHU	FDA & GSA
	Conduct Vector Control	Metro wide	*	*	*	*	206,000	150,000				MEHU	PRO/ZOOMLION CO. LTD.
	Conduct Health Promotion Education	Metro wide	*	*	*	*		11,000				MEHU	GHS
	Undertake Env'tal Mgt. & Monitoring	Metro wide	*	*	*	*		56,000				MEHU	WMD, EPA
	Enforce the Assembly's Byelaw	Metro wide	*	*	*	*		7,000				MEHU	LEGAL DEPARTMENT
	Conduct Water Quality Analysis	Metro wide	*	*	*	*		25,000				MEHU	GWCL & EPA
	Conduct Hospitality Inspection	Metro wide	*	*	*	*		9,000				MEHU	GTA
	Conduct industrial Inspection		*	*	*	*		8,000				MEHU	EPA
Programme (PBB): Management and Administration													
General Administration	Organize at least three (3) General Assembly meetings, Organise bi-monthly Education Sub Committee, Finance and Administration Sub	STMA Office	*	*	*	*			410,000			Central Administration	Assembly Members

	Committee, Development Planning Sub Committee, Works Sub Committee, Revenue Mobilization Sub Committee and Environmental Sub Committee's meetings												
	Procure Stationary, Tyres, Batteries and Chemicals for Office derating and spraying, etc	STMA Office	*	*	*	*	120,000	200,000				Procurement Unit	Budget Dept. Audit Unit
	Procure 2No vehicles for official duties (Budget Dept. Sekondi Sub Metro)	Sekondi					200,000	200,000				Procurement Unit	Central Administration
	Capacity building for staff and Assembly members in urban governance and inclusive planning, local governance act, PPA act, PFM,		*	*	*	*	50,000	50,000	100,000			Human Resource	Heads of Departments and Units
	Organise bi-monthly Management meetings	STMA Office	*	*	*	*			20,250			Central Administration	Heads of Departments and Units
Planning and Coordination	Data production and dissemination	Metro wide	*	*	*	*	25,000	10,000				Statistic	Development Planning
	Data interoperability within the national statistical system	Metro wide	*	*	*	*	30,000	20,000				Statistic	Development Planning WERENGO
	Gender statistics literacy	Metro wide	*	*	*	*	12,500	5,000				Statistic	Development Planning Education Directorate WERENGO
	Organise quarterly MPCU and Budget Committee's Meetings	STMA Office	*	*	*	*			40,000			MPCU Secretariat	Heads of Departments and Units

	Conduct at least 2No. Town Hall meetings, 20No. community engagements and durbars	Metro wide	*	*	*	*			80,000			Don't Planning	Assembly Members, Central Admi, NGOs
	Implement OGP and CoST Action Plan	Metro Wide	*	*	*	*			100,000			Devn't Planning	NGOs/MSF/MSG
	Conduct Monitoring and evaluation on Assembly projects and programmes	Metro wide	*	*	*	*			35,000			Doesn't planning	Decentralized Dept and Units
Legal	Public Education on Registration of Marriages (Electronic Media & Church platforms)	Metro wide	*	*	*	*		7,890				Legal Unit	Central Admi. MPCU
	Seminars and workshops for Heads of Churches, Marriage Officers, and Church Administrators/ inspection of public places of worship	Metro wide	*	*	*	*		5,670				Legal Unit	Central Admi. MPCU
	Capacity building training programmes for Registrar of Marriages and Staff	Sekondi Youth Centre	*	*	*	*		4,800				Legal Unit	Central Admi. MPCU,
	ADR training for members of the complaints committee of the Assembly	Sekondi Youth Centre	*	*	*	*		6,000				Legal Unit	Central Admi. MPCU, CHRAJ
	Training for Assembly on the implementation of bye-laws of the Assembly	Sekondi Youth Centre	*	*	*	*		9,000				Legal Unit	Central Admi. MPCU
	Supervision of Criminal Prosecution	Metro wide	*	*	*	*		10,000				Legal Unit	Central Admi. MPCU
Programme (PBB): Budget and Finance													
Budgeting and Rating	Stakeholders' engagements	Metro wide	*					30,000				Budget	Finance, Statistics
	Preparation of Revenue Improvement Action Plan (RIAP)	STMA Office	*					15,000				Budget	Joint F& A/ Revenue Sub-Committee

	Preparation of Fee-Fixing Resolution	STMA Office			*			35,000				Budget	F&A , Budget committee and Budget Committee
	Preparation of Fee-Fixing and Gazette	STMA Office Accra				*	25,000					Budget	The budget committee, F & A
	Training on Fee-Fixing & Bills Distribution	Metro wide	*					30,000				Budget	Legal, Internal Auditor, Human Resource, PRO Unit
	Bill Printing	STMA Office	*	*	*	*		35,000				Budget	(Revenue Unit), Procurement
	Bills Distribution, Monitoring, and Evaluation	Metro wide	*	*	*	*		90,000				Budget	Finance, Statistics, Internal Auditor
	Revaluation of property	Metro wide			*	*		40,000	260,000			Budget	Finance, Physical Planning, Land Valuation Board
	Budget Preparation	STMA Office			*	*	70,000					Budget	Budget committee
Revenue Mobilization and Management	Preparation and submission of monthly trial balance	STMA Office	*	*	*	*		20,000				Budget	Finance
	Preparation of Annual Account	STMA Office	*	*	*	*		10,000				Budget	Finance
	Promote collection of revenue	Metro wide	*	*	*	*		12,000				Budget	Finance
TOTAL							152,519,004	3,654,626	2,255,417,695				

Table 35: Annual Action Plan 2023

ANNUAL ACTION PLAN 2023													
Programme (PBB): Economic Development													
Sub-programme (PBB)	Broad Activities	Location	Time Frame				COST			Programme Status		Implementing Institution/Department	
			Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-going	Lead	Collaborating
Development of Trade and Industries	Organize Boot camp training, incubation, prototype training, business coaching and mentorship, entrepreneurship and financial literacy training, kaizen training, digital and e-commerce training	Metro wide	*	*	*	*			50,000			NBSSI	MasterCard Foundation GLOCEF Conservation Foundation ORPED
	Organize training for trade associations. Bookkeeping and financial mgt. businesses, group dynamics, and development training, etc.	Metro wide	*	*	*	*		25,000				BAC	STMA
	Organize District trade fair		*	*	*	*		50,000	100,000			BAC	Don't Plan. Unit
	Construction of Modern Fish Market	Sekondi	*	*	*	*	10,000,000					Works Dept	Ministry of Fisheries
	Redevelop 2No.existing community market structures	Mampong, Eshiem	*	*	*	*	300,000		1,000,000			Works Dept.	Don't Planning
Agricultural Development	Planting for Food and Agriculture	Metro wide	*	*	*	*	500,000					Agric Directorate	Don't Planning GGV, CF

	Planting for Export and Rural Development		*	*	*	*	500,000		224,000			Agric Directorate	Central Administration GGV TRACTOR
	Farmers' Day Celebration	Metro wide			*	*		463,404				Agric Directorate	Decentralized Dept.
Tourism Development	Facilitate the organization of Annual Masquerading Carnivals to boost domestic tourism	Metro wide		*		*		10,000				STMA-Public Relations Unit	Sub-Metros/ Masquerading GGV Conservation Foundation
	Facilitate the organization of "Yesu Asor "Easter Carnivals at Sekondi and Communities Fest at Adiembra, Kweikuma, Nkotompo, Ekuasi/Essaman to boost domestic tourism	Metro wide	*	*	*	*	20,000	20,000				STMA-Public Relations Unit	Sub-Metros/ Assembly members/ Chiefs GGV Conservation Foundation
	Support the celebration of Kundum Festival to boost domestic tourism	Metro wide			*			15,000				Central Administration	Essikado Traditional Council/ Sub-Metros Conservation Foundation
	Redevelopment of Komfoase Roundabout	Yensuado			*	*			100,000			Works Dept.	Central Admi. GGV Parks & Gardens
Programme (PBB): Social Services Delivery													
Education, youth and sports management	Improve infrastructure facilities at the Railway University		*	*	*	*	3,000,000.00					Works	Education Directorate RCC GWCL

	Construction of 3No. 6-Unit Classroom block	West Ridge-Sekondi, Ketan Takoradi west	*	*	*	*	700,000		1,400,000			Works Dept.	GES Directorate CODA, GNPC GLOCEF
	Renovation of 4No. public basic school (Nana Kobina Gyan JHS, Dr. Wilkie M//A Basic School Ntaamakrom Model Basic School Rev. Cleland Primary School)	Metro Wide	*	*	*	*	200,000		400,000			Works Dept.	GES Directorate, GNPC, CODA GLOCEF Conservation Foundation
Health Services	Upgrading of Essikado Government Hospital	Essikado	*	*	*	*	5,000,000					Works Dept. Ghana Health Service	WRCC, Metro Health Directorate, GLOCEF, EF
	Construction of Enhanced Proposed CHPS Compound including Furniture	Ketan-Bu	*	*	*	*	600,000					Works Dept.	Metro Health Directorate GLOCEF, CF, EF.
	Sensitize the public on priority diseases through radio discussion and CIC	Metro wide	*	*	*	*	7,480					Health Directorate	ISD, Media, GLOCEF, CF, EF.
	Provide quarterly feedback to community members through durbars in all 4 sub-metros	Metro wide	*	*	*	*	58,784					Health Directorate	Central Administration
	Conduct quarterly monitoring and supportive supervision on routine immunization	Metro wide	*	*	*	*		3,238				Health Directorate	ISD

	Conduct quarterly HIV/AIDS review meetings	Metro wide	*	*	*	*			8,360			Health Directorate	HRD
	Organize 5 durbars and Radio discussions to promote healthy living and lifestyle	Metro wide	*	*	*	*			7,480			Health Directorate	HRD
	Conduct awareness creation on the 90-90-90 goal through media platforms	Metro wide	*	*	*	*	10,000		10,000			Health Directorate, Metro HIV Focal Person	ISD, Media/NGOs (CF, EF, FAD, AGRIDEF, RAAF, LRF)
	Organize quarterly HIV Testing Services (HTS) by utilizing public gatherings eg: festivals, political events, schools and community outreach)	Metro Wide	*	*	*	*	10,000					Health Directorate, Metro HIV Focal Person	ISD, Media/NGOs (CF, EF, FAD, AGRIDEF, RAAF, LRF, MLPF)
	Support Models of Hope and PLHIV Support Groups meetings	Metro Wide	*	*	*	*	5000					Health Directorate, Metro HIV Focal Person	Central Administration Model of Hope, MLPF, RAAF, RLF
	Sensitize the public on communicable diseases through all available media platforms	Metro wide	*	*	*	*			7,920			Health Directorate	HRD
	Conduct quarterly malaria review meetings	Metro wide	*	*	*	*			11,176			Health Directorate	ISD
	Conduct monitoring and supervision on LLINs continuous distribution	Metro wide	*	*	*	*			6,415			Health Directorate	HRD

	Organize durbars to create awareness on NTDs selected communities	Metro wide	*	*	*	*			4,312			Health Directorate	HRD
	Conduct screening on NTDs in selected communities and schools	Metro wide	*	*	*	*			1,760			Health Directorate	HRD
	Conduct mass distribution of drugs to targeted communities and facilities	Metro wide	*	*	*	*			3,269			Health Directorate	HRD
Social Welfare and Community Development	Provide care for 5 abandoned babies and missing children every quarter	Metro wide	*	*	*	*	2,000					SWCD	Health Directorate, CYCCI, GLOCEF
	Organize public education in 15 selected communities on child abuse by using child protection tool kits	Metro wide	*	*	*	*			18,800			SWCD	Health Directorate, GLOCEF, CF
	Disbursed cash to 499 LEAP beneficiaries	Metro wide	*	*	*	*	150,000					SWCD	Central Admi. CYCCI, GLOCEF
	Provide skill training to 50 women on income generation. activities	Metro wide	*	*	*	*	10,000					SWCD	BAC GGV GLOCEF CYCCI, AGRIDEF
	Support 15 people with disabilities with cash and items every quarter from 2022 to 2025	Metro wide	*	*	*	*	100,000					SWCD	Central Administration,
	Organize public education on	Metro wide	*	*	*	*			60,000			SWCD	STMA

	environmental hygiene in 5 communities in the metropolis												
	Identify and Support 12 persons with intellectual abilities and 8 PWDs annually under the Productive Inclusiveness (PI) Initiative	Metro wide	*	*	*	*	15,000		15,000			SWCD	MPCU Hen Mpoano TRACTOR
	Identify and Support 24 persons with intellectual abilities and 8 PWDs annually under the Productive Inclusiveness (PI) Initiative	Metro wide	*	*	*	*			60,000			SWCD	MPCU
	Train Metro Social Protection Committee to select and monitor activities of Trainees and their Master craftsmen	Metro wide	*	*	*	*			15,000			SWCD	MPCU GGV Conservation Foundation
	Select and train 500 young women (18-35yrs) in short term technical skills training in male-dominated occupations	Metro wide	*	*	*	*			500,000			WUSC	MPCU, BAC, Traditional Authorities, Assembly Members
	Provide capacity building training for 500 artisans in the construction sector	Metro	*	*	*	*			300,000			GIZ	MPCU, BAC, Traditional Authorities, Assembly

													Members, Artisans Association
	Communities’ sensitization on Family planning	Metro wide	*	*	*	*	10,000					Gender Desk Officer	SWCD, MPCU
	Support Community initiatives to promote women’s safety and reduce domestic violence.	Metro wide	*	*	*	*	10,000					Gender Desk Officer	SWCD, MPCU
	Liaising with other women support NGOs and groups for assistance to women in employment	Metro wide	*	*	*	*	10,000					Gender Desk Officer	SWCD, MPCU
Programme (PBB): Infrastructure Delivery and Management													
Public Works Service	Construction of 4No. Small Town Water Systems	Ntamakrom, Mpintsin, Mampong Ekuase	*	*	*	*	200,000		200,000			Works Department	CWSA, CODA AGRIDEF EF, CF, Hen Mpoano
	Development of Town Houses and Model Affordable Houses	Sekondi Takoradi	*	*	*	*	300,000	200,000	50,000,000			Works Department PPD	Private Investor
	Construction of additional 100 Modern Garages with ancillary facilities at Kokompe	Takoradi, Kansaworodo Mampong)	*	*	*	*	5,000,000		15,000,000			Works Dept.	CODA Development partners
	Maintenance of Assembly’s official bungalows and office buildings	Sekondi	*	*	*	*	250,000	200,000				Works Department	Central Admi. Urban Roads
	Construction of Community Centre	Kansaworodo	*	*	*	*			500,000			CODA	Works Dept. NGOs

Urban Roads Management	Grading, Patch Potholes, Clean drains & culverts, Repair drains & culverts	Metro Wide	*	*	*	*	32,051,000					Urban Roads Dept.	Works Department
	Upgrading of Road in Kojokrom Essikadu Palm-Lands Roads Mountain Zion Area	Essikado Sub Metro	*	*	*	*	27,522,000					Urban Roads Dept.	Works Department
	Dualization of Sekondi Road	Sekondi-Takoradi	*	*	*	*	48,000,000					Urban Roads Dept.	Works Department
	Construction of 3.5 meters pavement on both sides of Kokompe Motor Road to avoid congestion	Sekondi-Takoradi	*	*	*	*	48,000,000					Urban Roads Dept.	Works Department
Physical and Spatial Planning Development	Public Awareness of Development Control	Metro wide	*	*	*	*		7,000				PPD	CENT. ADMI PRO MWD NGO
	Development Control/ Management	Metro wide	*	*	*	*		132,115				PPD	EPA, MWD, GNFS, ECG, HYDRO, GEO. SERV, MDP, NADMO, DUR
	Development of Green Space/ Corridors Active Mobility	Metro wide	*	*	*	*		8,000				PPD	Education Directorate DUR GTA
	Review and Standardization of Planning Schemes	STMA Office	*	*	*	*		5,000				PPD	MWD Lands Commission
Programme (PBB): Environmental and Sanitation Management													
Disaster prevention and management	Public Education in communities on	Metro wide	*	*	*	*	9,400					NADMO	Ghana Edu. Ser. Ghana Health Service

	disaster management and follow up visits												Envi. Health STMA Fire Service.
	Radiosensitization on disasters prevention and management	STMA	*	*	*	*	6,300					NADMO	Ghana Edu. Service Ghana Health Service Envi. Health STMA Fire Service
	Education on Disasters and sanitation	Metro wide	*	*	*	*	12,472					NADMO	ASS. Members Ghana Health Service Envi. Health STMA
	Community durbar House to house	Metro wide	*	*	*	*	11,425					NADMO	ASS. Members Opinion Leaders Fire Service
	Visit identified buildings and facilities	Metro wide	*	*	*	*	24,642					NADMO	ASS. Members Ghana Health Service Information Service STMA Fire Service
	Visit communities. Education on flood	Metro wide	*	*	*	*	12,672					NADMO	Information Service STMA, Ass. Members Hen Mpoano Envi. Health STMA Opinion Leaders
	Engage the community in practical disaster response activities	Metro wide	*	*	*	*	18,424					NADMO	Information Ser. Dept
	Tree planting exercise and awareness creation	Metro wide	*	*	*	*	10,000					NADMO	Edu. Dir., Forestry Conservation AGRIDEF Hen Mpoano Friends of the nation

	Education of Schools on climate change	Metro wide	*	*	*	*	15,000					NADMO	GES, CF, GGV, AGRIDEF, EF, FoN, TRACTOR
	Urgent Interventions to alleviate flooding in selected communities (Desilting, erosion protection, culverts and drains construction, etc)	Kokompe -Air force Base Kansaworodo -Essipon -Eshiem -Essaman -Asafo -Chapel Hill	*	*	*	*	5,000,000	500,000	10,000,000			CODA NADMO	Hydro Dept. Works Dept Hen Mpoano
	Source funds for STMA Drainage Master Plan Report implementation	Metro Wide			*	*	10,000	10,000				MPCU	Hydro Dept Consultant
	Source funds for Climate Change Plan implementation	Global level			*	*		20,000				MPCU	Consultant
	Continuation of Metro wide Tree planting and nurturing exercise and awareness creation	Metro wide	*	*	*	*	10,000					Parks & Gardens, NADMO	NGOs (CF, FoN, GGV, EF, AGRIDEF, TRACTOR)
	Preservation of wetlands and Monkey Hill in the metropolis	Metro Wide	*	*	*	*			100,000			PPD, NAMDO	FoN, GGV, CF
	Promote Urban Agriculture through Climate Smart Technologies	Metro Wide	*	*	*	*	20,000	100,000				Agric Dept.	NGOs (CF, FoN, GGV, EF, AGRIDEF, TRACTOR)
	Implementation of STMA's Policy to promote Green Building	Metro Wide	*	*	*	*		30,000				PPD	Works Dept

Environmental Protection and Waste Management	Construction of 2 No. 16-seater public toilets	Essaman Bowohomode n,	*	*	*	*			300,000			Works Dept.	MEHU/CODA AGRIDEF GGV Conservation Foundation Hen Mpoano
	Rehabilitation of STMA Wate Treatment Plant	Sofokrom	*	*	*	*	600,000	100,000	600,000			Waste Mgt. Dept	MEHU, Works Dept, Urban Roads
	Partner with the Private Sector to Establish Waste to Energy Plant/Conversion of Waste to Re-useable	Sofokrom	*	*	*	*			5,000,000			Waste Mgt. Dept. Private partner	MPCU
	Partner with STMA-CSUF and other WASH CSOs to mobilize funding for the Construction of 1,000No. Household toilets	Metro Wide	*	*	*	*		200,000	1,200,000			STMA-CSUF/ MEHO	WASH CSOs, Banks
	Conduct Domiciliary Inspection	Metro wide	*	*	*	*		13,000				MEHU	WMD
	Conduct Food Hygiene & Safety inspections	Metro wide	*	*	*	*		11,000				MEHU	FDA & GSA
	Vector Control	Metro wide	*	*	*	*	206,000	160,000				MEHU	PRO/ZOOMLION CO. LTD.
	Conduct Health Promotion Education	Metro wide	*	*	*	*		13,000				MEHU	GHS
	Undertake Env'tal Mgt. & Monitoring	Metro wide	*	*	*	*		75,000				MEHU	WMD, EPA
	Enforcement of Assembly's Byelaw	Metro wide	*	*	*	*		9,000				MEHU	LEGAL DEPARTMENT

	Conduct Water Quality Analysis	Metro wide	*	*	*	*		25,000				MEHU	GWCL & EPA
	Conduct Hospitality Inspection	Metro wide	*	*	*	*		9,000				MEHU	GTA
	Conduct industrial Inspection	Metro wide	*	*	*	*		8,000				MEHU	EPA
Programme (PBB): Management and Administration													
General Administration	Organize at least three (3) General Assembly meetings, Organise bi-monthly Education Sub Committee, Finance and Administration Sub Committee, Development Planning Sub Committee, Works Sub Committee, Revenue Mobilization Sub Committee and Environmental Sub		*	*	*	*			450,000			Central Administration	Assembly Members
	Procure Stationary, Tyres, Batteries and Chemicals for Office derating and spraying etc	STMA	*	*	*	*		12,000	320,000			Procurement Unit	Budget Dept. Audit Unit
	Organise bi-monthly Management meetings	STMA	*	*	*	*			20,250			Central Administration	Heads of Departments and Units
	Organize a meeting with the unit and sub-metro heads to prepare plans and budgets	STMA	*	*	*	*		7,000				Budget & Rating	Sub-Metro

	Organize review meetings for planning and budgeting	STMA	*	*	*	*		2,992				Central Administration	Heads of Departments and Units
	Conduct monthly financial management reporting and analysis	STMA	*	*	*	*		1,122				Health Dir.	STMA
	Conduct quarterly review meetings with Health Centres and CHPS in-charges	Metro Wide	*	*	*	*		7,260				Health Dir.	STMA
	Conduct quarterly financial monitoring to all facilities	Metro Wide	*	*	*	*		9,746				Health Dir.	STMA
	Procure claims sheet for NHIA accredited facilities	Metro Wide	*	*	*	*		20,680				Health Dir.	STMA
	Conduct meetings with stakeholders and staff to develop a programme of work and strategic plans	Metro Wide	*	*	*	*		6,039				Health Dir.	STMA
	Conduct quarterly integrated monitoring and supportive supervision to all health facilities	Metro Wide	*	*	*	*		9,400				Health Dir.	STMA

	Organize monthly performance review meetings with facility heads and in-charges	Metro Wide	*	*	*	*		38,016				Health Dir.	STMA
	Conduct end of year performance appraisal review for all facility/unit heads	Metro Wide	*	*	*	*		840				Health Dir.	STMA
	Conduct quarterly distribution of logistics to facilities	Metro Wide	*	*	*	*		2,138				Health Dir	STMA
	Organize quarterly procurement meeting	Metro Wide	*	*	*	*		2,648				Health Dir	STMA
	Conduct quarterly maintenance of general equipment	Metro Wide	*	*	*	*		14,014				Health Dir	STMA
Planning and Coordination	Data production and dissemination	Metro Wide	*	*	*	*	25,000	10,000				Statistic	Development Planning
	Data interoperability within the national statistical system	Metro Wide	*	*	*	*	30,000	20,000				Statistic	Development Planning
	Gender statistics literacy	Metro Wide	*	*	*	*	12,500	5,000				Statistic	Devt Planning Education Directorate
	Operations and logistics management		*	*	*	*	20,000	12,500				Statistic	Finance and budget
	Organise quarterly MPCU and Budget Committee's Meetings	STMA Office	*	*	*	*			40,000			MPCU Secretariat	Heads of Departments and Units
	Conduct town hall meetings, community	STMA Office	*	*	*	*			80,000			Devn't Planning	Assembly Men, Central Admi, T.A

	engagements and durbars												
	Conduct Monitoring and evaluation on Assembly projects and programmes	STMA Office	*	*	*	*			35,000				Decentralized Dept and Units
Legal	Public Education on Registration of Marriages (Electronic Media & Church platforms)	Metro Wide	*	*	*	*		20,000				Legal Unit	Central Admi. MPCU
	Seminars and workshops for Heads of Churches, Marriage Officers and Church Administrators/inspection of public places of worship	Metro Wide	*	*	*	*		10,000				Legal Unit	Central Admi. MPCU
	Training for Assembly on the implementation of bye-laws of the Assembly	Metro Wide	*	*	*	*		10,000				Legal Unit	Central Admi. MPCU
	Supervision of Criminal Prosecution	Metro Wide	*	*	*	*		10,000				Legal Unit	Central Admi. MPCU
Programme (PBB): Budget and Finance													
Finance and Audit Operations	Stakeholders' engagement	STMA Office	*	*	*	*		30,000				Budget	Finance, Statistics
	Preparation of Revenue Improvement Action Plan (RIAP)	STMA Office	*	*	*	*		15,000				Budget	Joint F& A/ Revenue Sub-Committee
	Preparation of Fee-Fixing Resolution	STMA Office			*			35,000				Budget	F&A, Budget committee and Budget Committee

	Preparation of Fee-Fixing and Gazette	STMA Office				*	25,000					Budget	The budget committee, F & A
	Training on Fee-Fixing & Bills Distribution	STMA Office			*	*		35,000				Budget	Legal, Internal Auditor, Human Resource, PRO Unit
	Bill Printing	STMA Office	*	*	*	*		30,000				Budget	(Revenue Unit), Procurement
	Bills Distribution, Monitoring and Evaluation	Metro Wide	*	*	*	*		90,000				Budget	Finance, Statistics, Internal Auditor
	Budget Preparation	STMA Office	*	*	*	*	70,000					Budget	Budget committee
Revenue Mobilization and Management	Preparation and submission of monthly trial balance	STMA Office	*	*	*	*		20,000				Budget	Finance
	Preparation of Annual Account	STMA Office	*	*	*	*		10,000				Budget	Finance
	Promote collection of revenue	STMA Office	*	*	*	*		120,00				Budget	Finance
TOTAL							178,890,099	2,918,152	187,648,742				

Table 36: Annual Action Plan 2024

ANNUAL ACTION PLAN 2024
Programme (PBB): Economic Development

Sub-programme (PBB)	Broad Activities	Location	Time Frame				COST			Programme Status		Implementing Institution/Department	
			Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-going	Lead	Collaborating
Development of Trade and Industries	Construct sheds with ancillary facilities (office, water, storeroom) for palm kernel operators	Ahinkofi	*	*	*	*	350,000					Works Dept.	BAC, Palm Kernel Association
	Bookkeeping and financial management training, regulatory requirement training for manufacturing businesses, group dynamics and development training for trade associations	Metro wide	*	*	*	*		25,000				BAC	STMA
	Organise District trade fair.	Takoradi	*	*	*	*		50,000	100,000				
	Continuation of the redevelopment of Sekondi Market	Sekondi	*	*	*	*			50,000,000			STMA/ Private investor	WRCC Donor(s)
	Provide capacity building training for 500 artisans in the construction sector	Metro	*	*	*	*			300,000			GIZ	MPCU, BAC, Traditional Authorities, Assembly Members, Artisans Association
	Select and train 500 young women (18-35yrs) in short term technical skills training in male-dominated occupations	Metro wide	*	*	*	*			500,000			WUSC	MPCU, BAC, Traditional Authorities, Assembly Members
Promote livestock and poultry development for food and security and	Planting for Food and Agriculture	Metro wide	*	*	*	*	50,000		200,000			Agric Directorate	NGOs (CF, FoN, GGV, EF, AGRIDEF, TRACTOR)

income generation	Planting for Export and Rural Development	Metro wide	*	*	*	*			224,000			Agric Directorate	Central Administration NGOs (CF, FoN, GGV, EF, AGRIDEF, TRACTOR)
	Farmers' Day Celebration	Metro wide	*	*	*	*		463,404				Agric Directorate	Devn't Planning
Tourism Development	Development of Green Parks and Central Gardens	Fijai Essikado	*	*	*	*			1,000,000			STMA/CNC	WRCC/ Private Partner
	Facilitate the organization of Annual Masquerading Carnivals to boost domestic tourism	Metro wide		*		*		10,000				STMA-Public Relations Unit	Sub-Metros/ Masquerading GGV Conservation Founder
	Facilitate the organization of "Yesu Asor" Easter Carnivals at Sekondi and Communities Fest at Adiablra, Kweikuma, Nkotompo, Ekuasi/Essaman to boost domestic tourism	Metro wide	*	*	*	*	20,000	20,000				STMA-Public Relations Unit	Sub-Metros/ Assembly members/ Chiefs
	Support the celebration of Kundum Festival to boost domestic tourism	Metro wide			*			15,000				Central Administration	Essikado Traditional Council/ Sub-Metros
Programme (PBB): Social Services Delivery													
Education, youth and sports management	Improve infrastructure facilities at the Railway University		*	*	*	*	3,000,000.00					Works	Education Directorate RCC GWCL
	Renovation of 3No. public basic school for Old St. Anne's JHS, St. Stephens Anglican Primary School, St. Andrews-Bakaekyir	Metro Wide	*	*	*	*	600,000	200,000				Works Dept.	GES Directorate, GLOCEF ORPED, CYCCI,

	Supply 1000 dual desks, 1000 mono desks, 1000 hexagonal desks, 100 teachers' tables and chairs and 100 cupboards to schools	Metro wide	*	*	*	*	450,000		700,000			Works	GES Directorate, Procurement GLOCEF Conservation Foundation
	Organize BECE mock exams for BECE candidates	Metro wide	*	*	*	*			10,000			Metro Education Directorate	Central Administration GLOCEF Conservation Foundation
	Organize my first day at school	Metro wide	*	*	*	*			15,000			Metro Education Directorate	Central Administration GLOCEF Conservation Foundation
	Construction and equipping of 2No. ICT labs for basic schools	Yenusaado, Mpintsin	*	*	*	*	200,000	100,000	500,000			Works	Education Directorate GLOCEF Conservation Foundation
Health Services	Train 130 community volunteers on case identification and reporting	Metro wide	*	*	*	*	48,774					Health Directorate	HRD GLOCEF Conservation Foundation
	Quarterly feedback to community members through durbars in all 4 sub-metros	Metro wide	*	*	*	*	58,784					Health Directorate	STMA
	Quarterly monitoring and supportive supervision on routine immunization	Metro wide	*	*	*	*		3,238.				Health Directorate	STMA GLOCEF Conservation Foundation
	Conduct awareness creation on the 90-90-90 goal through media platforms	Metro wide	*	*	*	*	10,000		10,000			Health Directorate, Metro HIV Focal Person	ISD, Media/NGOs (CF, EF, FAD, AGRIDEF, RAAF, LRF)

	Organize quarterly HIV Testing Services (HTS) by utilizing public gatherings eg: festivals, political events, schools and community outreach)	Metro Wide	*	*	*	*	10,000					Health Directorate, Metro HIV Focal Person	ISD, Media/NGOs (CF, EF, FAD, AGRIDEF, RAAF, LRF, MLPF)
	Support Models of Hope and PLHIV Support Groups meetings	Metro Wide	*	*	*	*	5000					Health Directorate, Metro HIV Focal Person	Central Administration Model of Hope, MLPF, RAAF, RLF
	Conduct quarterly HIV/AIDS review meetings	Metro wide	*	*	*	*			8,360			Health Directorate	STMA
	Organize 5 durbars and Radio discussions to promote healthy living and lifestyle	Metro wide		*		*			7,480			Health Directorate	STMA
	Sensitize the public on communicable diseases through all available media platforms	Metro wide	*	*	*	*			7,920			Health Directorate	STMA GLOCEF CF
	Organize a meeting to sensitize clinicians on Viral Hepatitis	Metro wide	*	*	*	*			2,090			Health Directorate	STMA
	Conduct quarterly monitoring and supportive supervision to facilities offering DOTS	Metro wide	*	*	*	*			4,339			Health Directorate	STMA
Social Welfare and community development	Provide care for 5 abandoned babies and missing children every quarter	Metro wide	*	*	*	*	2,000.00					SWCD	Health Directorate, CYCCI, GLOCEF EF
	Organize public education in 15 selected communities on child abuse by using child protection tool kits	Metro wide	*						18,800			SWCD	Health Directorate CYCCI, GLOCEF, EF

	Identify and Support 12 persons with intellectual abilities and 8 PWDs annually under the Productive Inclusiveness (PI) Initiative	Metro wide	*	*	*	*	15,000		15,000			SWCD	MPCU GLOCEF CF, ORPED GLOCEF
	Train Metro Social Protection Committee to select and monitor activities of Trainees and their Master craftsmen	Metro wide	*	*	*	*	15,000		15,000			SWCD	MPCU Conservation Foundation
	Disbursed cash to 499 LEAP beneficiaries	Metro wide	*		*		150,000					SWCD	Central Admi. Hen Mpoano
	Provide skill training to 50 women on income generation activities	Metro wide	*				10,000					SWCD	BAC GGV GLOCEF CYCCI, AGRIDEF
	Support 15 people with disabilities with cash and items every quarter from 2022 to 2025	Metro wide	*				100,000					SWCD	BAC Hen Mpoano TRACTOR
	Organize public education on environmental hygiene in 5 communities in the metropolis	Metro wide	*				3,000					SWCD	MEHU EF, GGV, FoN, Hen Mpoano AGRIDEF
	Organize community sensitization and Counselling for both men and women to reduce domestic Violence/ Gender-Based Violence	Metro wide	*	*	*	*	10,000					Gender Desk Officer	SWCD, MPCU, EF, CYCCI
	Organize 2 workshops on occupational safety and business management for women entrepreneurs and workers.	Metro wide	*	*	*	*	10,000					Gender Desk Officer	SWCD, MPCU

	Liaising with other women support NGOs and groups for assistance to women in employment.	Metro wide	*	*	*	*	10,000					Gender Desk Officer	SWCD, MPCU
Programme (PBB): Infrastructure Delivery and Management													
Public Works Service	Construction of 4No. Small Town Water Systems	Yensuado, Asafo, Essikafoamb entem N0.1, and N0.2,	*	*	*	*			400,000			Works Dept.	CWSA/ CODA Conservation Foundation
	Development of Town Houses and Model Affordable Houses	Sekondi Takoradi	*	*	*	*	300,000	200,000	100,000,000			Works Department PPD	Private Investor
	Construction of additional 100 Modern and ancillary facilities Garages at Kokompe	Takoradi, Kansaworad o Mampong)	*	*	*	*	5,000,000		15,000,000			Works Dept.	CODA Development partners
Urban Roads Management	Grading, Patch Potholes, Clean drains & culverts, Repair drains & culverts	Metro wide	*	*	*	*	32,051,000					Urban Roads Dept.	Works Department Hen Mpoano
	Upgrading of Mappes Ntankofo Area Roads	Mappes Ntankofo Area Roads	*	*	*	*	7,508,500					Urban Roads Dept.	Works Department Conservation Foundation
	Upgrading of Kojokrom-Ahenkofi Area Roads	Kojokrom-Ahenkofi Area Roads	*	*	*	*	5,575,000					Urban Roads Dept.	Works Department Conservation Foundation
	Culvert Replacement at Kojokrom	Kojokrom	*	*	*	*	1,557,500					Urban Roads Dept.	Works Department Hen Mpoano
Physical and Spatial Planning Development	Public Awareness of Development Control	Metro wide	*	*	*	*		8,000				PPD	CENT. ADMI PRO MWD NGO
	Development Control/Management	Metro wide	*	*	*	*		138,720				PPD	EPA, MWD, GNFS, ECG,

													HYDRO, GEO. SERV, MDPU, NADMO, DUR TRACTOR GGV Conservation Foundation
Programme (PBB): Environmental and Sanitation Management													
	Community sensitizations and radio discussions on disaster prevention and management	Metro wide	*	*	*	*	30,000					NADMO	Ghana Edu. Service Ghana Health Service Envi. Health STMA Fire Service
	Landscaping and horticultural activities within the Metropolis	Metro Wide	*	*	*	*	20,000					Parks & Gardens	Departments/A gencies Hen Mpoano
	Continuation of tree planting exercise and awareness creation	Metro wide	*	*	*	*	10,000					NADMO	Edu. Dir., Forestry Hen Mpoano Conservation Foundation AGRIDEF Friends of the nation
	Education of Schools on climate change	Metro wide	*	*	*	*	15,000					NADMO	GES GGV Conservation Foundation AGRIDEF Friends of the nation Hen Mpoano TRACTOR

	Urgent Interventions to alleviate flooding in selected communities (Desilting, erosion protection, culverts and drains construction etc)	Beach Road, Adiembra, Nkontompo, -Presby Area -New T'di	*	*	*	*	5,000,000	500,000	10,000,000			NADMO CODA	Hydro Dept. Works Dept Hen Mpoano Development Partners
	Continuation of Metro wide Tree planting and nurturing exercise and awareness creation	Metro wide	*	*	*	*	10,000		30,000			Parks & Gardens, NADMO	NGOs (CF, FoN, GGV, EF, AGRIDEF, TRACTOR)
	Preservation of wetlands and Monkey Hill in the metropolis	Metro Wide	*	*	*	*		10,000				PPD, NAMDO	FoN, GGV, CF
	Promote Urban Agriculture through Climate Smart Technologies	Metro Wide	*	*	*	*	20,000					Agric Dept.	NGOs (CF, FoN, GGV, EF, AGRIDEF, TRACTOR)
	Implementation of STMA's Policy to promote Green Building	Metro Wide	*	*	*	*		30,000				PPD	Works Dept
Environmental Protection and Waste Management	Conduct Domiciliary Inspection	Metro wide	*	*	*	*		15,000				MEHU	WMD
	Expand the door-to-door waste collection system	Metro wide	*	*	*	*		20,000				WMD	Waste Service Providers companies
	Collaborate with the Private sector to develop a recycling plant	Sofokrom	*	*	*	*			20,000,000			WMD	Private Sector
	Partner with STMA-CSUF and other WASH CSOs to mobilize funding for the Construction of 1,000No. Household toilets	Metro Wide	*	*	*	*			1,200,000			STMA-CSUF/ MEHO	WASH CSOs, Banks
	Conduct Food Hygiene & Safety inspections	Metro wide	*	*	*	*		13,000				MEHU	FDA & GSA

	Conduct Vector Control	Metro wide	*	*	*	*	209,000	170,000				MEHU	PRO/ZOOMLI ON CO. LTD.
	Conduct Health Promotion Education	Metro wide	*	*	*	*		15,000				MEHU	GHS
	Undertake Env'tal Mgt. & Monitoring	Metro wide	*	*	*	*		80,000				MEHU	WMD, EPA
	Enforcement of Byelaws	Metro wide	*	*	*	*		11,000				MEHU	LEGAL DEPARTMEN T
	Conduct Water Quality Analysis	Metro wide	*	*	*	*		30,000				MEHU	GWCL & EPA
	Conduct Hospitality Inspection	Metro wide	*	*	*	*		13,000				MEHU	GTA
	Conduct Industrial Inspection	Metro wide	*	*	*	*		12,000				MEHU	EPA
Programme (PBB): Management and Administration													
General Administration	Organize at least three (3) General Assembly & Metropolitan Authority meetings, Organise bi- monthly Education Sub Committee, Finance and Administration Sub Committee, Development Planning Sub Committee, Works Sub Committee, Revenue Mobilization Sub Committee and Environmental Sub	STMA Office	*	*	*	*			450,000			Central Administrati on	Assembly Members
	Procure Stationary, Tyres, Batteries and Chemicals for Office derating and spraying	STMA Office	*	*	*	*		12,000	320,000			Procurement Unit	Budget Dept. Audit Unit
Planning and Coordination	Data production ad dissemination	Metro wide	*	*	*	*	25,000	10,000				Statistic	Development Planning
	Data interoperability within the national statistical system	Metro wide	*	*	*	*	30,000	20,000				Statistic	Development Planning

	Gender statistics literacy	Metro wide	*	*	*	*	12,500	5,000				Statistic	Development Planning Education Directorate
	Organise quarterly MPCU and Budget Committee's Meetings	STMA Office	*	*	*	*		40,000				MPCU Secretariat	Heads of Departments and Units
	Conduct town hall meetings, community engagements and durbars	STMA Office	*	*	*	*		80,000				Devn't Planning	Assembly Men, Central Admi, T.A
	Conduct Monitoring and evaluation on Assembly projects and programmes	STMA Office	*	*	*	*		35,000				Devn't planning	Decentralized Dept and Units
Legal	Public Education on Registration of Marriages (Electronic Media & Church platforms)	Metro wide	*	*	*	*		10,000				Legal Unit	Central Admi. MPCU
	Supervision of Criminal Prosecution	Metro wide	*	*	*	*		12,000				Legal Unit	Central Admi. MPCU
Programme (PBB): Budget and Finance													
Budgeting and Rating	Stakeholders' engagement		*	*		*		30,000				Budget	Finance, Statistics
	Preparation of Revenue Improvement Action Plan (RIAP)	STMA Office				*		15,000				Budget	Joint F& A/ Revenue Sub-Committee
	Preparation of Fee-Fixing Resolution	STMA Office			*			35,000				Budget	F&A , Budget committee and Budget Committee
	Preparation of Fee-Fixing and Gazette	STMA Office Accra				*		40,000				Budget	The budget committee, F & A
	Training on Fee-Fixing & Bills Distribution	STMA Office	*	*	*	*		30,000				Budget	Legal, Internal Auditor, HR, PRO Unit
	Bill Printing	STMA Office	*	*	*	*		35,000				Budget	(Revenue Unit), Procurement

	Bills Distribution, Monitoring and Evaluation	STMA Office	*	*	*	*		90,000				Budget	Finance, Statistics, Internal Auditor
	Revaluation of property	Metro wide	*	*	*	*			90,000.00			Budget	Finance, Physical Planning, LVB
	Budget Preparation	STMA Office	*			*		70,000				Budget	Budget committee
Revenue Mobilization and Management	Preparation and submission of monthly trial balance	STMA Office	*	*	*	*		20,000				Budget	Finance
	Preparation of Annual Account	STMA Office	*	*	*	*		10,000				Budget	Finance
	Promote collection of revenue	STMA Office	*	*	*	*		12,000				Budget	Finance
TOTAL							62,201,058	2,363,362	153,102,989				

Table 37: Annual Action Plan 2025

ANNUAL ACTION PLAN 2025
Programme (PBB): Economic Development

Sub-programme (PBB)	Broad Activities	Location	Time Frame				COST			Programme Status		Implementing Institution/Department	
			Q1	Q2	Q3	Q4	GoG	IGF	Others	New	On-going	Lead	Collaborating
Development of Trade and Industries	Provide capacity building training for 500 artisans in the construction sector	Metro	*	*	*	*			300,000			GIZ	MPCU, BAC, Traditional Authorities, Assembly Members, Artisans Association
	Select and train 500 young women (18-35yrs) in short term technical skills training in male-dominated occupations	Metro wide	*	*	*	*			500,000			WUSC	MPCU, BAC, Traditional Authorities, Assembly Members
	Partner STCCI to organize Training on export development for identified SMEs in the STMA	Takoradi	*	*	*	*			40,000			STMA/STCCI	GIPC/MoTI
	Collaborate with MoTI to organize sensitization programs on the PPP /local content Concept for identified SMEs	Sekondi	*	*	*	*	10,000					STMA/MoTI	GNPC/STCCI
	Facilitate the enrolment of SMEs onto the 1D1F Programme		*	*	*	*	10,000	10,000				STMA/MoTI	GNPC/STCCI
	Organize training on bookkeeping and financial management training, regulatory requirement training for manufacturing businesses, group dynamics and development training for trade associations	Metro wide	*	*	*	*		25,000.				BAC	STMA
	District trade fair	Sekondi	*	*	*	*		50,000	100,000			BAC	STMA

	Construction of 1 No. modern fish market through Public Private Partnership Arrangements	European Town	*	*	*	*			10,000,00			STMA/	WRCC/ Private Partner
	Provide Industrial machine shop and skills training	Asamasudu	*	*	*	*			300,000			B.A.C	Development Partners
Agricultural Development	Planting for Food and Agriculture	Metro wide	*	*	*	*						Agric Directorate	Devn't Planning GGV Friends of the Nation Hen Mpoano
	Planting for Export and Rural Development	Metro wide	*	*	*	*			224,000			Agric Directorate	Central Administration
	Farmers' Day Celebration	Metro wide	*	*	*	*		463,404				Agric Directorate	Devn't Planning
	Restoration of historic sites and colonial buildings	Sekondi, European town	*	*	*	*			5,000,000			STMA/CNC	WRCC/ Private Partner GGV Conservation Foundation
Tourism Development	Facilitate the organization of Annual Masquerading Carnivals to boost domestic tourism	Metro wide		*		*		10,000				STMA-Public Relations Unit	Sub-Metros/ Masquerading GGV Conservation Foundation
	Facilitate the organization of "Yesu Asor" Easter Carnivals at Sekondi and Communities Fest at Adiembra, Kweikuma, Nkotompo, Ekuasi/Essaman to boost domestic tourism	Metro wide	*	*	*	*	20,000	20,000				STMA-Public Relations Unit	Sub-Metros/ Assembly members/ Chiefs
	Support the celebration of Kundum Festival to boost domestic tourism	Metro wide			*			15,000				Central Administration	Essikado Traditional Council/ Sub-Metros
Programme (PBB): Social Services Delivery													

Education, youth and sports management	Improve infrastructure facilities at the Railway University		*	*	*	*	3,000,000.00					Works	Education Directorate RCC GWCL
	Renovation of 5No. Basic Schools (Dr. Osam Pinanko, AME Zion JHS, Anoe D/A Primary School, Nassiriya Islamic Basic School, Kansaworodo Catholic Basic School)	Metro Wide	*	*	*	*	300,000	50,000	500,000			Works Dept.	GES GLOCEF Conservation Foundation
	Organize my first day at school	Metro wide	*	*	*	*		10,000				Metro Education	Central Administration
	Organize BECE mock exams for BECE candidates	Metro wide	*	*	*	*	100,00	60,000	40,000			Metro Education	Central Administration
	Implementation of Non-Formal programmes	Metro wide	*	*	*	*	10,000	10,000	50,000			Non-Formal	Central Administration GLOCEF, CYCCI, RAAF, LRF, MLPF
	Construction 2No. of CHPs Compound	Asaman sudu, Ekuase,	*	*	*	*	500,000					Works	Health Directorate
	Construction of 1No. Clinic	Sofokrom,	*	*	*	*	400,000					Works	Health Directorate ORPED
	Conduct quarterly monitoring and supportive supervision on routine immunization.	Metro wide	*	*	*	*		3,240				Health Directorate	STMA
	Conduct quarterly HIV/AIDS review meetings.	Metro wide	*	*	*	*			8,360			Health Directorate	STMA
	Conduct awareness creation on the 90-90-90 goal through media platforms	Metro wide	*	*	*	*	10,000		10,000			Health Directorate,	ISD, Media/NGOs

												Metro HIV Focal Person	(CF, EF, FAD, AGRIDEF, RAAF, LRF)
	Organize quarterly HIV Testing Services (HTS) by utilizing public gatherings eg: festivals, political events, schools and community outreach)	Metro Wide	*	*	*	*	10,000					Health Directorate, Metro HIV Focal Person	ISD, Media/NGOs (CF, EF, FAD, AGRIDEF, RAAF, LRF, MLPF)
	Support Models of Hope and PLHIV Support Groups meetings	Metro Wide	*	*	*	*	5000					Health Director Metro HIV Focal Person	Central Administration Model of Hope, MLPF, RAAF, RLF
	Conduct quarterly monitoring and supportive supervision to facilities offering DOTS	Metro wide							4,340			Health Directorate	STMA
Social Welfare and community development	Provide care for 5 abandoned babies and missing children every quarter	Metro wide	*	*	*	*	2,000					SWCD	Health Directorate CYCCI. GLOCEF Hen Mpoano
	Disbursed cash to 499 LEAP beneficiaries	Metro wide	*	*	*	*	150,000					SWCD	Central Admi. Hen Mpoano
	Provide skill training to 50 women on income generation activities	Metro wide	*	*	*	*	10,000					SWCD	BAC, GGV, GLOCEF, CYCCI, AGRIDEF Hen Mpoano
	Support 15 people with disabilities with cash and items every quarter	Metro wide	*	*	*	*	100,000					SWCD	BAC Hen Mpoano TRACTOR
	Organize public education on Environmental hygiene in 5 communities in the metropolis	Metro wide	*	*	*	*	3,000					SWCD	STMA, EF, CYCCI

	Organize community sensitization and Counselling for both men and women to reduce domestic Violence/Gender-Based Violence	Metro wide	*	*	*	*	10,000		20,000			Gender Desk Officer	SWCD, MPCU, EF, CYCCI
	Organize 2 workshops on occupational safety and business management for women entrepreneurs and workers.	Metro wide	*	*	*	*	10,000					Gender Desk Officer	SWCD, MPCU GGV, GLOCEF, CYCCI, AGRIDEF Hen Mpoano
	Liaising with other women support NGOs and groups for assistance to women in employment	Metro wide	*	*	*	*	10,000					Gender Desk Officer	SWCD, MPCU
Programme (PBB): Infrastructure Delivery and Management													
Public Works	Construction of 4No. Small Town Water Systems	Metro wide	*	*	*	*	80,000		400,000			Works Dept.	CWSA/CODA/ GNPC Conservation Foundation
Urban Roads Management	Grading, Patch Potholes, Clean drains & culverts, Repair drains & culverts	Metro wide	*	*	*	*	32,051,000					Urban Roads Dept.	Works Department Hen Mpoano
	Upgrading of Mappes Ntankof o Area Roads	Mappes Ntankof o Area Roads	*	*	*	*	7,508,500					Urban Roads Dept.	Works Department Conservation Foundation
	Upgrading of Kojokrom-Ahenkofi Area Roads	Kojokrom-Ahenkofi	*	*	*	*	5,575,000					Urban Roads Dept.	Works Department Conservation Foundation
	Culvert Replacement at Kojokrom	Kojokrom	*	*	*	*	1,557,500					Urban Roads Dept.	Works Department Hen Mpoano
	Redevelopment of Sekondi Rail Terminal into a mixed-use facility	Sekondi	*	*	*	*			10,000,000			STMA/C NC	WRCC/ Private Partner

Physical and Spatial Planning Development	Public Awareness of Development Control	Metro wide	*	*				9,000				PPD	CENT. ADMI PRO MWD NGO
	Development Control/Management	Metro wide	*	*	*	*		145,656				PPD	EPA, MWD, GNFS, ECG, HYDRO, GEO. SERV, MDPU, NADMO, DUR GGV TRACTOR Conservation Foundation
	Review and Standardisation of Planning Schemes	Metro wide	*	*				7,000				PPD	MWD Lands Commission
Programme (PBB): Environmental and Sanitation Management													
Environmental Protection and Waste Management	Educate school children on disaster prevention strategies and management	Metro wide	*	*	*	*	10,300					NADMO	Ghana Edu. Service Ghana Health Service Envi. Health STMA Fire Service
	Organize community engagements, house to house visits and radio discussions on disaster prevention and management	Metro wide	*	*	*	*	20,500					NADMO	Information Ser. Dept
	Desilting of gutters	Metro wide	*	*	*	*	8,000,00					NADMO	Works, Urban Roads Dept.
	Conduct industrial monitoring and evaluation	Metro wide	*	*	*	*	5,000					NADMO	Works Dept. GSA
Environmental Protection and Waste Management	Conduct Domiciliary Inspection	Metro wide	*	*	*	*		18,000				MEHU	WMD
	Conduct Food Hygiene & Safety inspections	Metro wide	*	*	*	*		15,000				MEHU	FDA & GSA
	Conduct vector Control	Metro wide	*	*	*	*	350,000.00	200,000				MEHU	PRO/ZOOMLION CO. LTD.
	Conduct Health Promotion Education	Metro wide	*	*	*	*		17,000				MEHU	GHS

	Undertake Env'tal Mgt. & Monitoring	Metro wide	*	*	*	*		100,000				MEHU	WMD, EPA
	Ensure Law Enforcement	Metro wide	*	*	*	*		35,000				MEHU	LEGAL DEPARTMENT
	Conduct Water Quality Analysis	Metro wide	*	*	*	*		15,000				MEHU	GWCL & EPA
	Conduct Hospitality Inspection	Metro wide	*	*	*	*		16,000				MEHU	GTA
	Conduct Industrial Inspection	Metro wide	*	*	*	*		17,000				MEHU	EPA
	Education of Schools on climate change	Metro wide	*	*	*	*	15,000					NADMO	GES Conservation Foundation GGV AGRIDEF Hen Mpoano Evangor Foundation
	Urgent Interventions to alleviate flooding in selected communities (Desilting, erosion protection, culverts and drains construction, etc)	Essikafo ambante m No 2 - Diabene -Ketan -Bakado Ahenkof ikrom Sofokrom	*	*	*	*	5,000,000	500,000	10,000,000			CODA NADMO	Hydro Dept. Works Dept Hen Mpoano
	Build capacity of staff to assess the Global Climate Change Funds	STMA	*	*	*	*	30,000					MPCU	NGOs (CF, FoN, GGV, EF, AGRIDEF, TRACTOR)
	Continuation of Metro wide Tree planting and nurturing exercise and awareness creation	Metro wide	*	*	*	*	10,000					Parks & Gardens, NADMO	NGOs (CF, FoN, GGV, EF, AGRIDEF, TRACTOR)

	Preservation of wetlands and Monkey Hill in the metropolis	Metro Wide	*	*	*	*		10,000				PPD, NAMDO	FoN, GGV, CF
	Implementation of STMA's Policy to promote Green Building	Metro Wide	*	*	*	*		30,000	230,000			PPD	Works Dept
	Promote Urban Agriculture through Climate Smart Technologies	Metro Wide	*	*	*	*	20,000					Agric Dept.	NGOs (CF, FoN, GGV, EF, AGRIDEF, TRACTOR)
General Administration Sub-programme (PBB)	Organize at least three (3) General Assembly & Metropolitan Authority meetings, Organise bi-monthly Education Sub Committee, Finance and Administration Sub Committee, Development Planning Sub Committee, Works Sub Committee, Revenue Mobilization Sub Committee and Environmental Sub	STMA Office	*	*	*	*		450,000				Central Administration	Assembly Members
	Procure Stationary, Tyres, Batteries and Chemicals for Office derating and spraying	STMA Office	*	*	*	*		12,000	320,000			Procurement Unit	Budget Dept. Audit Unit
	Organize a meeting with the unit and sub-metro heads to prepare planning and budgeting.	STMA Office	*	*				7,000				Health Dir.	STMA
	Organize review meetings for planning and budgeting.	STMA Office	*	*				2,992				Health Dir.	STMA
	Conduct monthly financial management reporting and analysis	STMA Office	*					1,122				Health Dir.	STMA

	Conduct quarterly review meetings with Health Centres and CHPS in-charges	STMA Office	*	*	*	*		7,260					Health Dir.	STMA
	Conduct quarterly financial monitoring to all facilities	STMA Office	*	*	*	*		9,746					Health Dir.	STMA
	Conduct a meeting with heads of facility/unit to set the target for the year	Health Directorate Office	*	*	*	*		2,056					Health Dir.	STMA
	Conduct quarterly distribution of logistics to facilities	Metro wide	*	*	*	*		2,140					Health Dir	STMA
	Organize quarterly procurement meeting	Metro wide	*	*	*	*		2,650					Health Dir	STMA
	Conduct quarterly physical stock taking	Metro wide	*	*	*	*		3,240					Health Dir	STMA
	Carry out operational research on selected areas (TB, EPI, low ANC, etc) in the Metro	Metro wide			*	*		3,202					Health Dir	STMA
Planning and Coordination	Data production and dissemination	Metro wide	*	*	*	*	25,000.00	10,000					Statistic	Development Planning
	Data interoperability within the national statistical system	Metro wide	*	*	*	*	30,000.00	20,000					Statistic	Development Planning
	Gender statistics literacy	Metro wide	*	*	*	*	12,500.00	5,000					Statistic	Development Planning Education Directorate
	Conduct MPCU meetings	STMA Office	*	*	*	*		9,000					MPCU	Statutory Dept. and Units

	Conduct at least 2N0. Town Hall meetings and community engagements	STMA Office	*	*	*	*		10,000					Devn't Planning	Assembly Men, Central Admi,
	Conduct terminal Monitoring and evaluation of programmes and projects	Metro wide	*	*	*	*		9,000					Devn't planning	Decentralized Dept and Units
	Conduct MPCU meetings	Metro wide	*	*	*	*		9,000					MPCU	Statutory Dept. and Units
Legal	Organize Public Education on Registration of Marriages (Electronic Media & Church platforms)	Metro wide	*	*			12,000						Legal Unit	Central Admi. MPCU
	Organize Seminars and workshops for Heads of Churches, Marriage Officers and Church Administrators/inspection of public places of worship	Metro wide	*	*			12,000						Legal Unit	Central Admi. MPCU
	Organize ADR training for members of the complaints committee of the Assembly	Metro wide	*	*			12,000						Legal Unit	Central Admi. MPCU, CHRAJ
	Training for Assembly Members on the implementation of bye-laws of the Assembly	Sekondi Youth Centre	*	*			12,000						Legal Unit	Central Admi. MPCU
	Supervision of Criminal Prosecution	Metro wide	*	*	*	*		5,000					Legal Unit	Central Admi. MPCU
Programme (PBB): Budget and Finance														
Finance and Audit Operations	Conduct Stakeholder engagements	Metro wide	*	*	*	*		30,000					Budget	Finance, Statistics
	Preparation of Revenue Improvement Action Plan (RIAP)	STMA Office			*			15,000					Budget	Joint F& A/ Revenue Sub-Committee
	Preparation of Fee-Fixing Resolution	STMA Office				*		35,000					Budget	F&A, Budget committee and Budget Committee
	Preparation of Fee-Fixing and Gazette	STMA Office				*	25,000						Budget	Budget committee, F & A

		Accra											
	Bill Printing, Distribution, Monitoring and Evaluation	STMA Office	*	*	*	*		120,000					(Revenue Unit), Procurement
	Budget Preparation	STMA Office				*	70,000						Budget committee
Revenue Mobilization and Management	Preparation and submission of monthly trial balance	STMA Office	*	*	*	*		10,000					Finance
	Preparation of Annual Account	STMA Office	*	*	*	*		5,000					Finance
	Promote collection of revenue	Metro wide	*	*	*	*		12,000					Finance
TOTAL							103,785,300	2,608,768	43,046,700				

Chapter Six: Monitoring and Evaluation Arrangements

6.0 Stakeholder Analysis.

The current chapter deals with the analysis of stakeholders. This refers to the identification of interest groups who have or will have on the project and how the different or similar interests can be harmonized. With regards to this MTDP the stakeholder analysis discussed revolves around preparation, planning, implementation, monitoring and evaluation. It also involved the methods, tools and techniques that were used to carry the various activities of the plan.

Table 38: Stakeholders Roles, Expectations and Management of Expectations

Name	Organization	Role	Interest	Influence	Unique Facts	Expectations	Ways to manage Expectations
MPCU	STMA	Responsible for leading plan preparation, implementation, monitoring and evaluation	High	High	Lead all activities Mobilize participation from all other stakeholders formed	Produce MTDP that meets guidelines and Development Focus	Carefully follow guidelines and timelines.
Plan Preparation Task Team	STMA	Responsible for leading the day to day activities of the plan	High	High	Consult and mobilize participation from all other stakeholders.	Ensure plan meets stipulated guidelines and prepared on time	Provide financial support to the team on time All other stakeholders doing their best to meet timelines.
MCD	STMA	Coordinating all activities of the plan preparation, implementation, monitoring and evaluation	High	High	Signatory to all official letters requesting inputs from other departments, units, agencies, etc.	Steer the whole process of the plan preparation, implementation, monitoring and evaluation	Discuss the progress of work done frequently, challenges and potentials
MCE	STMA	Political Head influences the direction of development	High	High	Provide aspirations, goals and objectives that drive development in the Metropolis	Provide political drive for the plan.	Timely informed on actions to be taken and progress of work
Assembly Members	STMA	Organize citizens for development actions and advocate for development interventions in their electoral areas	High	High	Mobilize different interest groups for community needs assessment.	Ensure even representation of community members. Ensure acceptance of determining needs, programmes and projects	Meeting with Assembly Members and suggesting potential different interest groups. Reviewing lists of invited persons before the meeting.
Community	Civil Society		High	High	Provide unique facts about the community Provide aspirations of the community	Brainstorm to bring community needs.	Provide advance information on their participation needed and the form(s) it will take.

							Provide PPE for all and ensure adherence to COVID-19 protocols
NGO's	Civil Society	Provide data for plan preparation Implement identified programmes or projects or provide funding for implementation	High	Medium	Expertise in the implementation of specific programmes/projects	Collaborate with STMA in plan preparation, implementation, monitoring and evaluation	Actively involve NGO's in all aspects of the plan
Traditional Authority	Traditional Authority	Provide land for projects. Coordinate and support all activities in their jurisdiction	High	High	Custodians of stool lands	Provide guidance, support and an enabling environment for all activities in their communities	Pre inform traditional authorities of any activity to be undertaken in their communities. Ensure their presence in activities.
Decentralized Departments/ Units or Agencies	STMA	Provide data and technical support	High	Low	Provide technical support to various aspects of the plan.	Produce annual action plans Provide indicators to measure the progress of implementation	Request inputs and provide a reasonable amount of time for feedback. Follow-up on all requests
Industries and companies	Corporate Bodies	Provide funding for implementation of activities or implement projects/programmes	High	High	Corporate responsibility to the societies in which they operate	Support Assembly to provide Municipal/welfare services to its citizenry	Invite for discussions on needs and ways to support. Provide an enabling environment for their operations to thrive
Media	Media	Recording and dissemination of information	High	High	Very demanding. Like to be given detailed and updated information on the progress of work	Disseminate accurate information. Available to capture milestones of the plan	Carefully verifying information before publicizing it. Task team inviting media ahead of time to cover milestones.

Table 39: Stakeholder Engagement on Plan Implementation and Feedback (Subject to COVID-19 or a Pandemic)

Method / Tool	Description and Use	Contents	Dissemination Method	Target Institution/Person/Places
Information Provision				
Distribution of printed public materials: leaflets, brochures, fact sheets	Used to convey information on the MTDP and updates on its implementation to local and national stakeholders.	Printed materials present illustrative and written information on Project activities, facilities, cost, technologies and design solutions, as well as impact mitigation measures. Presented contents are concise and adapted to a layperson reader. Graphics and pictorials will be used to describe technical aspects. Information will be printed in English	Information will be published on STMA official website, notice boards in communities, given to Press and media, the RCC and all other stakeholders who request it formally.	RCC NDPC CoST-MSG Communities NGO's CBO's T.A's Churches Opinion Leaders Press and Media
Distribution of quarterly progress reports and excerpts, annual progress reports and excerpts, Monitoring & Evaluation Reports.	Reports and excerpts of reports are circulated on regular basis to stakeholders to ensure awareness and transparency.	Important highlights of Projects/programme achievements, announcements of planned activities, changes, and overall progress. Information will be printed in English.	Circulation of the progress of implementation of MTDP at a specified frequency in the Project Area of Influence as well as to any other stakeholders that expressed their interest in receiving these periodicals. Means of distribution – post, emailing, electronically, delivery in person. Public venues in Project Area of Influence – local administrations, and the Health service facilities, community meeting venues, Press Club, etc.	RCC NDPC CoST-MSG Communities NGO's CBO's T.A's Churches Opinion Leaders Press and Media
Printed advertisements in the media	Inserts, announcements, press releases, short articles, or feature stories in the printed media – newspapers, magazines, websites and Facebook live	Notification of forthcoming public events or commencement of specific Project activities. General description of the Project and its benefits to the community. Information will be printed in Fante and English.	Placement of paid information in local, soft and print media, including those intended for the general reader and specialized audience and official websites or Facebook for STMA	RCC NDPC CoST-MSG NGO's Press and Media
Radio or television entries	Short radio programmes, video materials, or documentaries broadcast on TV.	Description of the Project, Project development updates, solutions for impact mitigation. Advance announcement of the forthcoming public events or	Collaboration with media producers that operate in the region and can reach local and national audiences.	All stakeholders

		commencement of specific Project activities. Communication will be in Fante and English.		
Visual presentations	Visually convey Project information to affected communities and other interested audiences.	Description of the Project and related solutions/impact management measures. Updates on Project development.	Presentations are widely used as part of the public hearings and other consultation events with various stakeholders.	RCC CoST-MSG Affected Communities NGO's CBO's T.A's Churches Opinion Leaders Press and Media
Notice boards	Displays of printed information on notice boards in public places.	Advance announcements of the forthcoming public events, the commencement of specific Project activities, or changes to the scheduled process. Noticeboard information will be in Bangla.	Printed announcements and notifications are placed in visible and easily accessible places frequented by the local public.	STMA Libraries Churches Communities
Websites Including dedicated social media platforms	All the project and programmes activities, documentation, and notice will be published on the project websites. These platforms will upload completed, ongoing and planned project activities to encourage the target population to participate more actively.	All contents mentioned above will be displayed on STMA official websites and social media platforms. The website is available in English.	Through websites and social media platforms	For all types of stakeholders having access to internet facility.
Information Feedback				
Feedback & Suggestion Box	Suggestion boxes would be placed at vantage locations for residents in affected communities to leave written feedback and comments about Projects.	Any questions, queries, or concerns, especially for stakeholders that may have difficulty expressing their views and issues during public meetings.	Appropriate locations for suggestion boxes would be selected in a safe public place to make it readily accessible for the community (offices of local NGOs, local administrations, libraries, churches, community centers, etc.)	All stakeholders

	Contents of the suggestion box would be checked by designated Project staff regularly to ensure timely collection of input and response/action, as necessary.			
Internet/Digital Media	The webpage would have a built-in feature that allows viewers to leave comments or ask questions about the Project.	The platform was created online for all stakeholders having access to the web to comment on the information displayed.	Links to specific information created and responsible technocrats responsible for programmes or projects given access. Other on-line based platforms can also be used, such as web-conferencing, webinar presentations, web-based meetings, Internet surveys/polls, etc.	For all types of stakeholders having access to internet facility.
Surveys, Interviews and Questionnaires	The use of public opinion surveys, interviews and questionnaires to obtain stakeholder views and to complement the statutory process of public hearings.	Questions targeting stakeholder perception of the Project, associated impacts and benefits, concerns and suggestions.	Soliciting participation in surveys/ interviews with specific stakeholder groups or community-wide. Administering questionnaires as part of the household visits.	Communities or Households directly benefiting from a project
Consultations & Participation				
Public hearings	STMA representatives, the affected public, authorities, regulatory bodies and other stakeholders for a detailed discussion on a specific project or programme would be held before implementation. Townhall meetings will be held at least twice a year to communicate the progress of MTDP implementation to the general populace	Detailed information on the activity and/or facility in question, including a presentation and an interactive Questions & Answers session with the audience. Hearings will be conducted in Fante and English.	Wide and prior announcement of the public hearing and the relevant details, including notifications in local media would be made. Targeted invitations will be sent to stakeholders Assembly Members, TA's and opinion leaders .	All stakeholders
Household visits	Household-level visits would be conducted to supplement the statutory process of public hearings, particularly to solicit feedback from vulnerable community members (disabled, elderly and the minority ethnic communities who may be unable to attend the formal hearing events.	Description of the Project and related solutions/impact management measures. Any questions, queries, or concerns, especially for stakeholders that may have difficulty expressing their views and issues during formal community-wide meetings.	Trained staff would conduct visits with a specified periodicity. Limitation: logistical challenges in reaching households in remote locations.	Households

		Consultations would be in Fante.		
Focus Group Discussions and Round Table Workshops	Would be used to facilitate discussion on the Project's specific issues that merit collective examination with various groups of stakeholders.	Project's specific activities and plans, design solutions and impact mitigation/ management measures that require a detailed discussion with affected stakeholders. Discussions would likely be held in Fante and English.	Announcements of the forthcoming meetings are widely circulated to participants in advance. Targeted invitations would be sent out to stakeholders.	Households directly benefiting from the project Assemblymen CSO's NGO's Specific Technocrats Consultants

6.1 Monitoring and Evaluation.

The monitoring and evaluation arrangement of this plan is the responsibility of the Metro Planning Coordinating Unit, the National Development Commission and the Regional Co-ordinating Council. The National Development Planning System Act, 1994, Act 480 highlighted the above functions under sub-section 2 (e) of part (1) section (2) and the Local Governance Act, 2016, Act 936 Section 85 and the National Development Planning System Regulations 2016, L.I. 2232 provides the basis and procedures for Monitoring and evaluation of District Medium Term Plans.

STMA, like any other Assembly, has a Metropolitan Planning Co-ordinating Unit (MPCU). The expanded MPCU will be responsible for the assessment of the Assembly's projects to determine whether planned activities are being undertaken. Though project implementing agencies will perform similar monitoring functions, the MPCU's monitoring role supersedes all. For the effective and efficient performance of these roles, it has been proposed that the MPCU be adequately resourced within the medium term.

Table 40: M&E Activities Arrangements

M&E ACTIVITIES ARRANGEMENTS					
ACTIVITIES	TIME FRAME				ACTORS
	2022	2023	2024	2025	
MTDP Evaluations					
Mid-Term Evaluation	Start 15th March 2024				MPCU
Terminal Evaluation	Start 15th January 2026				MPCU
Specific Evaluation	Bi-annually e.g. start 5th of July bi-annually				MPCU
Participatory M%E	Start 25th April bi-annually				MPCU
Implementation monitoring					
Monthly or Quarterly Field Visit	1st Thursday of every quarter				MPCU
Monthly or Quarterly Review Meetings	2nd Thursday of every quarter				MPCU
APR Preparation and dissemination					
Data collection	From 15th January annually				MPCU
Data analysis and validation	From 15 th - 20 th January annually				MPCU
Prepare Draft MDA APR	15 th -22 nd January annually				MPCU
Organise Draft APR review workshop	25th January annually				MPCU
Final APR submitted to NDPC	End of January annually				MPCU
Dissemination of District APR	From February annually				MPCU

6.2 Participatory Monitoring and Evaluation (PM&E).

Participatory Monitoring and Evaluation will comprise key stakeholders who are directly involved in the M&E design and implementation process. Stakeholders will assist in the selection of indicators, data collection, data analysis and implementation of the findings as well as dissemination of results. Various Participatory Monitoring and Evaluation methods such as participatory rural appraisal, citizen report card; community scorecard and participatory expenditure tracking surveys will be used to track the progress of the MTDP 2022-2025.

6. 3 Monitoring Plan

The following Monitoring plan was produced by studying the NDPC's guidelines for the preparation of District Monitoring and Evaluation (M&E) Plans, the guideline for the 2022-2025 Medium Term Plan and other relevant secondary materials. The various departments and units working together to form the Metropolitan Assembly discussed indicators that will give a true reflection of their work, then appropriate targets were set to measure the progress of work done by the Department or Unit. The consolidated indicators with their targets and the stipulated core indicators from NDPC formed the basis of developing the following monitoring matrix.

Goal 1: Build a Prosperous Country										
Dimension 1: Economic Development										
Sub-Programme 1: Development of trade and Industries										
Indicators	Indicator Definition	Indicator Type	Baseline 2021	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2022	2023	2024	2025			
Objective 1	Pursue strategic national industrial development initiatives									
Number of new establishments	Count of new establishments within the district for purposes of producing goods and services. It also covers old businesses that have been improved or expanded and there are evidences of new jobs being created.	Output	13	15	17	20	20	Agriculture Industry Service	Annually	Head B.A.C
			18	20	35	35	40			
			57	60	70	70	80			
Number of new jobs created	Count of formal and informal sector jobs created per annum by type (temporary and permanent)	Output	36	36	40	45	50	Agriculture Industry Service	Annually	Head B.A.C
			62	62	65	75	80			
			74	80	90	100	100			
Percentage change in IGF growth (%)	The difference of the current and previous year's IGF expressed as a percentage of the previous year's IGF	Outcome	23%	24%	25%	26%	28%		Annually	MBA
Number of businesses supported	The count of formal sector jobs supported per annum	Output	3,602	3,700	3,750	3,760	3,800		Annually	Head B.A.C

Number of businesses linked to financial institutions	Total count of businesses linked to financial institutions per annum	Output	67	70	75	80	80		Annually	Head B.A.C
Number of people supported to start-up a business	Total number of people supported to start-up a business per annum	Output	48	50	55	65	70		Annually	Head B.A.C
Number of people that received skill training	Total number of people given skill training per annum	Output	161	170	180	190	200		Annually	Head B.A.C
Sub-Programme 2: Agricultural Development										
Indicators	Indicator Definition	Indicator Type	Baseline 2021	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2022	2023	2024	2025			
Objective 1	Improve public-private investments in the Agricultural sector									
Total output in agricultural production – staples	The total yield of particular crops produced per annum in Metric Tons	Output	2,957	3,000	3,050	3,200	3,250	Maize	Annually	Dir. of Agric
			15,731	15,800	15,900	16,000	16,100	Cassava		
			108	120	130	140	150	Cocoyam		
			2,991	3,000	3,050	3,200	3,300	Plantain		
Average productivity of selected crop (mt/ha)	Average productivity of selected crop (mt/ha)	Outcome	96.14	98.35	106.32	110.50		Maize	Annually	Dir. of Agric
			96.14	98.35	106.32	110.50		Cassava		
			17.4	18.2	19.4	20.2		Cocoyam		
			105.4	110.7	115.6	120.4		Plantain		

Objective 2	Promote livestock and poultry development for food security and income generation									
Total output in Livestock production -	Total number of animal production per year	Output	550	600	700	750	800	Cattle	Annually	Dir. Of Agric
			11,000	11,222	11,383	11,473	11,600	Sheep		
			20,000	20,252	20,300	20,468	20,500	Goat		
			3,000	3,368	3,487	3,611	3,741	Pig		
			146,100	154,165	169,374	174,842	180,584	Poultry		
Objective 3	Ensure sustainable development and management of agriculture									
The staff strength of Agric. Extension Officers	Number of Agricultural Extension Agents in the Metropolis	Output	4	8	8	8	8		Annually	Dir. Of Agric
Training Activities for Farmers	Number of Farmer/FBO’s trainings held	Output	4	6	6	6	6		Annually	Dir. Of Agric
Goal 2: Create opportunities for all.										
Dimension 2: Social Services Delivery										
Sub-Programme 5: Education, youth and sports management										
Indicators	Indicator Definition	Indicator Type	Baseline 2021	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2022	2023	2024	2025			
Objective 1	Enhance inclusive and equitable access to, and participation in quality education at all levels									
Net enrolment ratio	The number of boys and girls of the school age of a particular level of education (kindergarten, primary, JHS, SHS)									
		Outcome	51.7%	56.7 %	61.7%	66.7%	71.7%	i. Kindergarten	Annually	Dir. Of Education
		Outcome	58.9%	63.9 %	68.9%	73.9%	78.9%	ii. Primary	Annually	Dir. Of Education
		Outcome	36.2%	41.2 %	46.2%	51.2%	56.2%	iii. JHS	Annually	Dir. Of Education

		Outcome	52.4%	57.4%	62.4%	67.4%	72.4%	iv. SHS	Annually	Dir. Of Education
Gender Parity Index	The number of girls at a particular level as a ratio of the total number of boys at the same level(kindergarten, primary, JHS, SHS)									
		Outcome	0.98	0.99	1	1	1	i. Kindergarten	Annually	Dir. Of Education
		Outcome	0.98	0.98	1	1	1	ii. Prim ary	Annually	Dir. Of Education
		Outcome	0.92	0.93	0.94	0.95	0.96	iii. JHS	Annually	Dir. Of Education
Completion rate	The ratio of the total number of pupils/students enrolled in the last grade of a given level of education (kindergarten, Primary 6, JHS 3, SHS 3), regardless of age, is expressed as a percentage of the total population of the theoretical entrance age to the last grade of that level of education									
		Outcome	68.8%	73.8 %	78.8%	83.8%	88.8%	Kindergarten	Annually	Dir. Of Education
		Outcome	77.3%	82.3 %	87.3%	92.3%	97.3%	Primary	Annually	Dir. Of Education
		Outcome	59.8%	64.8 %	69.8%	74.8%	79.8%	JHS	Annually	Dir. Of Education
		Outcome	75.3%	80.3 %	85.3%	90.3%	95.3%	SHS	Annually	Dir. Of Education
Examination Pass Rate	Count of final exams takers (girls and boys) who passed a particular exam over a total count of final exam takers in that same exams expressed as a percentage	Outcome	72.8%	77.8%	82.8%	87.8%	92.7%	BECE Pass Rate	Annually	Dir. Of Education
		Outcome	78.3%	83.3%	88.3%	93.3%	98.3%	WASSCE Pass Rate	Annually	Dir. Of Education
Pupils-to-trained teacher ratio in basic schools	The number of pupils per trained teacher (minimum		1:24	1:24	1:24	1:20	1:20		Annually	Dir. Of Education

	qualification of post-SHS Teachers Diploma									
Proficiency rate	The proportion of pupils displaying proficiency in English and mathematics in standardized tests at the Primary 3 and Primary 6.									
		Outcome	61.2	66.2	71.2	76.2	81.2	i. English P3	Annually	Dir. Of Education
		Outcome	60.3	65.3	70.3	75.3	80.3	ii. Math P3	Annually	Dir. Of Education
		Outcome	68.1	73.1	78.1	83.1	88.1	iii. English P6	Annually	Dir. Of Education
		Outcome	58.5	63.5	68.5	73.5	78.5	Math P6	Annually	Dir. Of Education
JHS3-SHS1 Transition Rate	Proportion of JHS3 students in an academic year who progress to SHS/TVET in the ensuing academic year	Outcome	55.0%	60.0%	65.0%	70.0%	75.0%		Annually	Dir. Of Education
SHS Retention Rate	Proportion of a cohort starting SHS who Stay on and complete SHS.	Outcome	85.3%	90.3%	95.3%	100.0%	100.0 %		Annually	Dir. Of Education

Dimension 2: Social Services Delivery Sub-Programme 6: Health Services										
Indicators	Indicator Definition	Indicator Type	Baseline 2021	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2022	2023	2024	2025			
Objective 1	Ensure accessibly, and quality Universal Health Coverage (UHC) for all									
Number of births and deaths registered	Count of births and deaths registered by the vital registration system in the metropolis in a particular year	Output	6,585	7,700	7,800	7,900	8,000	Births Death	Annually	Head, Birth and Death Department
			960	1,200	1,250	1,300	1,350			
Maternal mortality ratio (institutional)	Maternal deaths recorded per 100,000 live births	Outcome	315/100,000	303/100,000	258/100,000	232/100,000	209/100,000		Annually	Dir. Of Health
Malaria case fatality (institutional)	Total malaria deaths in health facilities expressed as a percentage of total malaria admissions in health facilities	Outcome	0.30	0.30	0.29	0.28	0.25		Annually	Dir. Of Health
Under -5 Malaria case fatality Rate	Total malaria deaths in children under-5 years in health facilities expressed as a percentage of total malaria admissions in children under-5 years in health facilities	Outcome	0.2	0.19	0.18	0.15	0		Annually	Dir. Of Health

Doctor-to-population ratio	Number of doctors divided by the total population	Outcome	1:6,700	1:5780	1:5600	1:4750	1:3000		Annually	Dir. Of Health
The extent to which mothers are adopting exclusive breastfeeding	Exclusive breastfeeding at 3 months expressed as a percentage of total nursing mothers	Outcome	84.0	94.5	95.5	97.6	98.5		Annually	Dir. Of Health
Traffic on health facilities	Total OPD attendance	Output	472,316	482,316	508,547	559,401	615,342		Annually	Dir. Of Health
Prevalence of malaria among children under 5	Total number Under-five malaria admission	Output	499	270	250	230	210		Annually	Dir. Of Health
Nurse-to-population ratio	Number of nurses divided by the total population	Outcome	1:570	1:377	1:327	1:277	1:227		Annually	Dir. Of Health
Stillbirth rate per 1000	The proportion of babies born with no signs of life at or after 28weeks gestation	Outcome	2.5	2.0	1.8	1.6	1.2		Annually	Dir. Of Health
HIV prevalence rate	Percentage of people in the population living with HIV	Outcome	2.4	2.0	1.96	1.9	1.6		Annually	Dir. Of Health
Percentage of PLHIV who received anti-retroviral therapy	Total number of PLHIV who received ART combination therapy per year	Outcome	100	100	100	100	100		Annually	Dir. Of Health
PENTA 3 coverage	PENTA 3 coverage	Outcome	66	76	86	88	90		Annually	Dir. Of Health
TB treatment success rate	TB treatment success rate	Outcome	90	94	96	98	100		Annually	Dir. Of Health
<5 years who are underweight	<5 years who are underweight	Outcome	0	0	0	0	0		Annually	Dir. Of Health
The incidence rate of Hypertension	The incidence rate of Hypertension	Outcome	2	3	4	4.5	5		Annually	Dir. Of Health

using OPD as a proxy	using OPD as a proxy									
Institutional neonatal mortality rate per 1000	Institutional neonatal mortality rate per 1000	Outcome	15	10	9	8	7		Annually	Dir. Of Health
Prevalence of malnutrition (institutional)	Proportion of children 0-59 months whose height-for-age, weight-for-height is less than two standards deviations(-2SD) from the median of the reference population/group	Outcome	0.6 3.8 10 1.0	0.5 3.6 9 0.9	0.5 3.4 8 0.8	0.4 3.2 7.0 0.7	0.4 3.0 6.0 0.6	Wasting Underweight Stunting Overweight	Annually	Dir. Of Health
Prevalence of anemia in pregnant women at 36 weeks of gestation	Prevalence of anemia in pregnant women at 36 weeks of gestation	Outcome	30	25	23	15	10		Annually	Dir. Of Health
The proportion of health facilities that are functional	The number of health facilities that are registered and in operation for purposes of providing health care services to the general public expressed as a percentage of completed health facilities									
		Output	26	30	31	32	33	CHPS	Annually	Dir. Of Health
		Output	2	3	4	5	6	Maternity Home	Annually	Dir. Of Health
		Output	27	27	28	28	29	Clinic	Annually	Dir. Of Health
		Output	6	7	8	9	10	Health Centre	Annually	Dir. Of Health
		Output	8	9	10	11	12	Hospital	Annually	Dir. Of Health
The proportion of the population	The population with valid NHIS	Outcome	87.3%	90%	92%	93%	95%	Proportion	Annually	Head of NHIS

with a valid NHIS card	card, expressed as a percentage of total district population									
		Outcome	104,708	104,708	110,422	110,421	114,102	Total Male	Annually	Head of NHIS
		Outcome	109,419	109,419	117,783	115,329	116,556	Total Female	Annually	Head of NHIS
		Outcome	1,022	1,022	1,073	1,061	1,084	Indigents	Annually	Head of NHIS
		Outcome	78,981	78,981	83,979	83,077	84,882	Informal	Annually	Head of NHIS
		Outcome	9,012	9,012	9,585	9,482	9,688	Aged	Annually	Head of NHIS
		Outcome	79,946	79,946	55,454	54,858	56,050	Under 18yrs	Annually	Head of NHIS
		Outcome	6,613	6,613	70,287	69,532	71,043	Pregnant women	Annually	Head of NHIS
Dimension 2: Social Services Delivery										
Sub-Programme 7: Social Welfare and Community Development										
Indicators	Indicator Definition	Indicator Type	Baseline 2021	Target				Disaggregation	Monitoring Frequency	Responsibility
				2022	2023	2024	2025			
Objective: Strengthen social protection, especially for children, women, persons with disabilities and the elderly										
Percentage of population with access to basic drinking water services	Share of the Metropolis population with access to improved drinking water source,provided collection time is not more than 30minutes for a round trip	Outcome	96.9%	97.9%	98.9%	100%		District Urban Rural	Annually	Manager, GWCL
			98%	98.5%	99.5%	100%				
			93.5%	95.5%	97.5%	100%				

	including queuing expressed as %age of the total population									
Percentage of communities covered by electricity	The number of communities in the district connected to the national grid divided total number of communities in the Metropolis expressed as a percentage	Outcome	98% 98.8% 92%	98% 100% 94%	98% 100% 95%	98% 100% 97%	98% 100% 98%	District Urban Rural	Annually	Manager, ECG
The proportion of the population with access to improved sanitation services	Share of population with improved sanitation facilities that are not shared with other households expressed as a percentage of the total population	Outcome	63.1% 64.5% 49.8%	68% 69.5% 54.8%	73% 74.5% 59.8%	78% 79.5% 64.8%	83% 84.5% 69.8%	District Urban Rural	Annually	WMD
Measure the extent victims of violence are being supported	No. of boys and girls who have suffered violence benefiting from supported social welfare/social services	Outcome	491 M=211 F=280	491 M=211 F=280	491 M=211 F=280	491 M=211 F=280	491 M=211 F=280		Quarterly	Dir. Social Welfare
The extent of Social Welfare Campaign among children	No. of people reached with child protection and SGBV information (child protection tool kits) male/females	Output	1,000	1,000	1,000	1,000	1,000		Quarterly	Dir. Social Welfare

Case management services provided for children	No. of case management services provided to children(including family tracing, the reunification of children in Residential Home Care and probation services to children in conflict with the law	Output	850 M=400 F=450	850 M=400 F=450	850 M=400 F=450	850 M=400 F=450	850 M=400 F=450		Quarterly	Dir. Social Welfare
Vulnerability of babies	No. of abandoned babies identified	Output	1	1	1	1	0		Quarterly	Dir. Social Welfare
Measure policy and resources available for the care of abandoned babies	No. of abandoned babies identified, cared for and supported	Output	1	1	1	1	0		Quarterly	Dir. Social Welfare
Rate of missing children	No. of missing children	Output	2	2	2	1	1		Quarterly	Dir. Social Welfare
Resources made available for the care of missing children	No. of missing children identified, cared for and supported	Output	2	2	2	1	1		Quarterly	Dir. Social Welfare
Availability of social welfare services in health facilities and its effects	No. of health facilities with social services	Output	2	2	2	2	2		Quarterly	Dir. Social Welfare
Scope of the LEAP programme	Number of communities benefiting from LEAP	Output	33	33	33	33	33		Quarterly	Dir. Social Welfare
Change in LEAP beneficiaries	No. of LEAP beneficiaries	Outcome	499	499	499	499	499		Quarterly	Dir. Social Welfare
Scope of RHCs programme	No. of boys and girls in RHCs profile(sex)	Output	11 M=7 F=4	11 M=7 F=4	11 M=7 F=4	11 M=7 F=4	11 M=7 F=4		Quarterly	Dir. Social Welfare

Level of inclusive education activities to disabled children	Number Children with disabilities contacted by the Social Welfare Department	Output	20	20	20	20	20		Quarterly	
The functionality of the support to boys and girls suffering violence programme	No. of boys and girls who have suffered violence benefiting from supported social welfare/social services	Output	491 M=211 F=280	491 M=211 F=280	491 M=211 F=280	491 M=211 F=280	491 M=211 F=280		Quarterly	Dir. Social Welfare
Collaboration between Social Welfare Department and sister service providers	No. of boys and girls who are referred to health, justice, police and other services	Outcome	12	12	12	12	12		Quarterly	Dir. Social Welfare
Case management services offered to children	No. of case management services provided to children (including family tracing, the reunification of children in Residential Home Care and probation services to children in conflict with the law	Output	850 M=400 F=450	850 M=400 F=450	850 M=400 F=450	850 M=400 F=450	850 M=400 F=450		Quarterly	Dir. Social Welfare

Dimension 3: Safeguard the natural environment and ensure a resilient built environment

Programme: Infrastructure Delivery and Management

Sub-Programme 10: Physical and Spatial Planning Development

Indicators	Indicator Definition	Indicator Type	Baseline 2021	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2022	2023	2024	2025			

Objective 9		Promote a sustainable, spatially integrated, balanced and orderly development of human settlements								
Number of development applications received	Total number of development applications received per year	Output	432	486	534	588	646		Annually	Head of PPD
Number of applications that met all the requirements and presented to TSC	Total number of applications that met all the requirements and presented to TSC per year	Output	216	237	261	287	316		Annually	Head of PPD
Number of applications that were approved and received permit-SPC	Total number of applications that were approved and received permit-SPC per year	Output	202	222	244	268	295		Annually	Head of PPD
Total number of Spatial Planning Committee Meetings Held	Total number of Spatial Planning Committee Meetings Held	Output	8	12	12	12	12		Annually	Head of PPD
Street Naming and Property Addressing System	Total number of poles installed		441	485	530	584	642		Annually	Head of PPD
	Total number of arms installed or fixed to the poles installed		301	331	364	400	440		Annually	Head of PPD
The proportion of communities covered by electricity	The total number of communities with access to electricity is expressed as a percentage of the total number of communities	Outcome	98	98	99	99	100	i. District	Annually	Head, ECG
			98.6	98.6	99	99	100	ii. Urban	Annually	Head, ECG
			92	92	96	98	100	iii. Rural	Annually	Head, ECG

Goal 3: Safeguard the natural environment and ensure a resilient built environment										
Programme: Environmental and Sanitation Management										
Sub-program 11: Disaster prevention and management										
Indicators	Indicator Definition	Indicator Type	Baseline 2021	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2022	2023	2024	2025			
Objective: 1	Reduce environmental pollution									
Disasters affecting a community	Number of communities affected by these disasters	Output	0	0	0	0	0	Bushfire	Annually	NADMO Director
		Output	10	9	5	3	1	Floods	Annually	NADMO Director
		Output	15	10	8	6	3	Domestic fire	Annually	NADMO Director
The capacity of communities to deal with disasters	Number of communities trained in disaster prevention and management(especially bushfire and flooding)	Output	5	10	13	15	15		Annually	NADMO Director
Effects of disasters	Number of deaths, missing persons and persons affected by disaster per 100,000 people	Output		0	0	0	0	Total ratio	Annually	NADMO Director
		Output	5	0	0	0	0	Death	Annually	NADMO Director
		Output	5	0	0	0	0	Missing	Annually	NADMO Director
		Output	300	0	0	0	0	Affected persons	Annually	NADMO Director
Disaster prone areas	Total number of disaster-prone areas that are recognized at the end of the year	Output	8	8	6	4	2		Annually	NADMO Director
Number of drought cases recorded	Total number of drought cases recorded per year	Output	0	0	0	0	0		Annually	NADMO Director

Number of rainstorm cases recorded	Total number of rainstorm cases recorded per year	Output	2	2	2	2	2		Annually	NADMO Director
Expected funds	Total funds received at the end of the year	Output	18,150.00	19,965.00	21,961.00	24,157.00	26,572.00		Annually	NADMO Director
bbDisaster-related projects	Total number of disaster-related projects per annum	Output	0	1	1	2	2		Annually	NADMO Director
Physical										
Non-physical										
Number of disaster risk reduction strategies	Total number of disaster risk reduction strategies per annum	Output	10	10	12	12	15		Annually	NADMO Director
Number of NGOs disaster relief projects	Total number of NGOs that emerge to deal with disaster relief projects per annum	Output	0	0	0	0	0		Annually	NADMO Director
Goal 3: Safeguard the natural environment and ensure a resilient built environment Goal 4: Maintain a stable, untied and safe society										
Percentage of road network in condition	Length of road classified as being in good condition expressed as a percentage of total length of road network by type	Outcome	140% 75% 65%	150% 80% 70%	160% 85% 75%	170% 90% 80%	180% 95% 85%	Total (200%) Urban (100%) Rural (100%)	Annually	Urban Roads Engineer
Dimension : Safeguard the natural environment and ensure a resilient built environment										
Goal 4: Maintain a stable, untied and safe society										
Programme: Management and administration										
Sub-Programme 13: General Administration										
Indicators			Baseline	Targets						

	Indicator Definition	Indicator Type	2021	2022	2023	2024	2025	Disaggregation	Monitoring Frequency	Responsibility
Objective: 1	Deepen transparency and public accountability									
Number of General Assembly meetings	Total number of General Assembly meetings	Output	2	3	3	3	3		Annually	Deputy Director.
Number of EXECO meetings	Total number of EXECO meetings per annum	Output	2	3	3	3	3		Annually	Deputy Director.
Goal 4: Maintain a stable, untied and safe society										
Programme: Management and administration										
Sub-program 15: Planning and Coordination										
Indicators	Indicator Definition	Indicator Type	Baseline 2021	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2022	2023	2024	2025			
Objective: 1	Strengthen plan preparation, implementation and coordination at all levels									
Percentage of Annual Action Plan implemented	Count of activities implemented divided by the total activities planned in a specific year expressed as a percentage		75	80	85	85	85		Annually	MPO
Number of town hall meetings	Total number of town hall meetings organized at the end of the year	Output	2	4	4	4	4		Quarterly	MPO
Number of General Assembly meetings	Number of General Assembly meetings by the end of the year	Output	2	3	3	3	3			
Number of community engagements and durbars	Number of community engagements and durbars	Output	30	25	25	25	25		Quarterly	MPO

	durbars by the end of the year									
Number of MPCU meetings	Number of MPCU meetings at the end of the year	Output	2	4	4	4	4		Quarterly	MPO
Number of development planning Sub-Committee Meetings	Number of development planning Sub-Committee Meetings by the end of the year	Output	6	6	6	6	6		Quarterly	MPO
Dimension: Emergency planning and preparedness Goal: Mainstre^ internal and ext im emergency plann eral threats (includ ing and preparedness into Ghana's development planning agenda at all levels to respond to potential inprOVID-19^										
Proportion of population who have tested positive for covid-19	Count of covid-19 cases confirmed at a health facility expressed as a percentage of the the Metropolis population	Outcome	2.5	2.2	0.2	0.1	0.0		Quarterly	Health Dir.
Goal 4: Maintain a stable, untied and safe society										
Programme: Management and administration										
Sub-Programme 16: Legislative Oversight										
Indicators	Indicator Definition	Indicator Type	Baseline 2021	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2022	2023	2024	2025			
Objective: 1	Deepen political and administrative decentralization									
Number of Public Education on Registration of Marriages(Electronic Media & Church platforms)	Total number of Public Education on Registration of Marriages organized in the year	Output	4	4	4	4	4		Annually	Metro Solicitor
Number of Seminars and workshops for	Number of Seminars and workshops	Output	2	2	2	2	2		Annually	Metro Solicitor

Heads of Churches, Marriage Officers and Church Administrators/inspection of public places of worship	organized by the Unit at the end of the year									
Number of Capacity building training programmes for Registrar of Marriages and Staff	Total number of Capacity building training programmes for Registrar of Marriages and Staff in the year	Output	1	1	1	1	1		Annually	Metro Solicitor
Number of ADR training for members of complaints committee of the Assembly	Total number of Capacity building training programmes for Registrar of Marriages and Staff in the year	Output	1	1	1	1	1		Annually	Metro Solicitor
Number of Training for Assembly on the implementation of bye-laws of the Assembly	Total number of Training for Assembly Members on the implementation of bye-laws of the Assembly organized in the year	Output	0	1	1	2	3		Annually	Metro Solicitor
Number of Supervision of Criminal Prosecution	Number of Supervision of Criminal Prosecution per year	Output	2	2	2	2	2		Annually	Metro Solicitor
Goal 4: Maintain a stable, untied and safe society										
Programme: Management and administration										
Sub-Programme 17: Legal										
Indicators	Indicator Definition	Indicator Type	Baseline 2021	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2022	2023	2024	2025			

Objective:	Deepen political and administrative decentralization									
Reported cases of crime	Total number of reported cases of crime	Outcome	478	419	338	281	232	Total	Quarterly	Metro Crime Officer
			2	1	1	1	1	Rape	Quarterly	Metro Crime Officer
			25	20	10	5	2	Armed robbery	Quarterly	-do-
			4	3	3	2	2	Defilement	Quarterly	-do-
			2	1	1	1	1	Murder	Quarterly	-do-
			15	4	3	2	1	Drug trafficking	Quarterly	-do-
			300	280	250	230	200	Peddling	Quarterly	-do-
			70	60	50	30	20	Drug abuse	Quarterly	-do-
			60	50	20	10	5	Domestic violence	Quarterly	Metro Crime Officer /DOVSU Director
Recorded cases of child abuse	Count of recorded cases of child abuse	Output	7	0	0	0	0	Male	Quarterly	-do-
			12	0	0	0	0	Female	Quarterly	-do-
			2	0	0	0	0	Child Trafficking	Quarterly	-do-
			5	0	0	0	0	Child labour	Quarterly	-do-
			2	0	0	0	0	Sexual	Quarterly	-do-
			0	0	0	0	0	Emotional	Quarterly	-do-
			4	0	0	0	0	Neglect	Quarterly	-do-
			4	0	0	0	0	Early Marriage	Quarterly	-do-

			0	0	0	0	0	Female Genital Mutilation	Quarterly	-do-
			2	0	0	0	0	Family/Child Separation	Quarterly	-do-
Goal 5: Build a Prosperous Society										
Programme : Budget and Finance										
Sub-Programme 18: Finance and Audit Operations										
Indicators	Indicator Definition	Indicator Type	Baseline 2021	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2022	2023	2024	2025			
Objective: 1	Strengthen fiscal decentralization									
Number of Finance and Administration Sub-Committee meetings	Number of Finance and Administration Sub-Committee meetings	Output	6	6	6	6	6		Annually	MFO
Number of Revenue Sub-Committee meetings	Number of Revenue Sub-Committee meetings	Output	6	6	6	6	6		Annually	MBA
Goal 5: Build a Prosperous Society										
Programme : Budget and Finance										
Sub-Programme 19: Budgeting and Rating										
Indicators	Indicator Definition	Indicator Type	Baseline 2021	Targets				Disaggregation	Monitoring Frequency	Responsibility
				2022	2023	2024	2025			
Objective: 1	Strengthen fiscal decentralization									
Percentage increase in sources of funds and disbursement	Percentage change in all sources of funds and disbursement	Outcome	14%	14%	15%	17%	18%		Annually	MBA
Percentage increase in Expenditure (%)	Percentage increase in Expenditure	Outcome	13%	13%	13%	20%	13%		Annually	MBA

Chapter Seven: Dissemination and Communication Strategy

Reporting/dissemination of the right information on the status of implementation of the formulated development programmes, projects and activities to stakeholders at the local, regional and national levels plays a crucial role in the successful execution of this plan.

This is because the various stakeholders can only play their roles and responsibilities effectively if the information is readily available to make inputs and cross-check the challenges as to the implementation of the plan to be able to achieve the goals and objectives in the medium term-2022 to 2025.

7.1 Strategies

The strategies the Sekondi-Takoradi Metropolitan Assembly has adopted to communicate information on the status of the implementation of the plan within the Medium Term Plan period (2022-2025) are as follows:

7.1.1 Dissemination of Reports:

After conducting quarterly, Mid-Term and End Year Monitoring and Evaluation, reports will be generated on the projects/programmes status. Copies of the reports at the local level will be distributed to the Presiding Member, DA-Sub Committees especially the Development Planning, Finance and Administration, Works, Social Services, local NGOs, Decentralized Departments and also place a copy on the general notice board for the public.

At the regional and national levels, copies of the reports will be sent to the Regional Coordinating Council, National Development Planning Commission, the Local Government Service Secretariat and the Ministry of Local Government and Rural Development.

Table 42: Data Collection Matrix

Indicator	Data collection period	Data collection method	Data disaggregation
Type and number Agriculture extension services	2022-2025 October to November Annually)	`A survey covering all farmers	Male Female
No. of Road construction and rehabilitation projects	2022-2025 (Semi-annually)	Site visits Observation Lab analysis of samples	Sub-metros Area councils
No. of Building and maintenance projects	2022-2025 (Every quarter)	Site visits Observation Lab analysis of samples	Sub-metros Area councils

Status of LEAP beneficiaries	2022-2025 (Every quarter)	Visits to beneficiaries	Males Females
National and local celebrations	2022-2025 (After events)	Secondary- reports from events	Males Females
Townhall meetings and other public hearings	2022-2025 (twice a year, after events)	Secondary reports, pictures	Males Females
BECE performance	2022-2025 (November each year)	Secondary-Report or performance	Males Females
Teacher, students, classroom ratios	2022-2025 Quarterly	Secondary-Reports	Males Females

7.1.2 Social Media-Platform

The use of social media has become a vital tool in our everyday communication, hence the need for the Assembly to utilize all social media platforms to engage the communities and populace in the Metropolis on the status of the MTDP through Facebook, WhatsApp, Smart sol, Twitter and Website. The Website would be a ‘one-stop shop’ where all information about the development of the Metropolis could be available in a simple format to improve popular participation in the Metropolis.

7.1.3 Organize Performance Review Meeting

Quarterly, Mid-Year and Annual composite performance review meetings will be organized to inform members of the MPCU and other identified stakeholders on the status of the implementation of the Medium-Term Development Plan. During these meetings, a representative from the Regional Coordinating Council will join to discuss programmes and projects progress and review activities of the MTDP.

7.1.4 General Dialogue

The Assembly will create a dialogue platform where programmes and activities outlined in the MTDP would be discussed with community members, opinion leaders, Non-Governmental Organizations and all identifiable groups. This would help the mobilization of resources and support all stakeholders in the implementation of the plan.

This will aid establish feedback mechanism on the performance of the Assembly through the reports generated from the Sub-Metro Councils, Unit Committees, Public Complaint Unit, General Assembly meetings and the Media discussions on the development issues of the Metropolis outlined in the MTDP (2022-2025) designed to address community needs and aspirations.

The table below indicates the communication strategy plan for the dissemination and receiving of feedback on the Assembly's performance in terms of the implementation of the MTDP 2022-2025.

Table 43: Communication Plan

ACTIVITY	PURPOSE	AUDIENCE	METHOD/TOOL	TIMEFRAME	RESPONSIBILITY
Town Hall Meetings	To create awareness to the public on the progress of work of projects, expenditure and revenue of the Assembly, etc	Traditional Authority, community members, media, Assembly members, etc.	Meetings with audio-visuals on projects and programmes	At least twice a year	MDPO, MBO
Performance Review meetings	To inform stakeholders on the status of MTDP implementation	MPCU, RCC, Heads of Department, etc.	Round – Table discussions and PowerPoint Presentation	Quarterly	MPCU
Community Engagement	To bridge the gap between the Management and the Communities members to receive first-hand information and feedback on identified issues	Community members, media, CSOs, Heads of Department	Meeting with audio-visuals, participatory rural appraisal tools	Monthly	MPCU
Community Sensitization	To create public awareness on their rights and responsibilities on monitoring etc.	Community members, Assembly members, unit committee members, etc.	Radio discussions and phone-in programmes	Monthly	MPCU
Public Hearing	To present the MTDP to the	Community Members,	Meetings with audio-visuals on	Once every four years	MPCU

	public to make sure projects and programmes conform with prioritized needs of the communities	Traditional Authority, Media, etc.	projects and programmes		
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Annex 1 Public Hearing Report

Introduction

Two public hearings were organized on the draft Medium Term Development Plan 2022-2025. The venue of the meetings was Sekondi Youth Centre on 14TH July, 2021

Medium of Invitation of Participants

The main medium of invitation of participants was by letters, phone calls, public announcement as well as through the information vans. The purpose was to create the awareness for the public to partake and make the necessary inputs into the Draft Medium-Term Development Plan (MTDP) for 2022-2025.

Total Number of Persons at the Hearing and Gender Ratio

Total Number of participants to the two public hearings held was 176. Male constituted 128 (73 %) and female 48 (27%)

Names of Special/Interest Groups and Individuals Invited

The first section of the programme was organized for the following groups of people; Market Women, Fishermen, Farmers Association, Media TV/Radio, CSOs, PWDs and STMA Heads of Departments.

The second aspect of the programme was held for the Hon. Assembly Members and their respective Unit Committee Members. (Participants list is attached to this report)

Languages Used at Hearing

The official languages used during the presentation were English and Fante. All discussions were held in English, Fante and Twi.

Presentations

A power-point presentation of the Medium-Term Development Plan (MTDP) was made by the Metropolitan Development Planning Officer on the key issues identified during the data collection phase. Data on these key issues were collected from the various communities in the three (3) Sub Metros aggregated into the main thematic areas of the MTDP (2022-2025). The presentations were on the following topics

- Review of the previous MTDP 2017-2021
- The Metro Development Focus (2022-2025)
- The Programme of Action (POA) for the Sekondi-Takoradi Metropolis.
- Key development projects within the Medium term

Most of the participants were interested in the Programme of Action and prioritization of projects in the sub-metros.

Key issues raised for redress.

1. Participants wanted to know why the Assembly always fails in achieving its Medium-Term Development Plan target
2. Suggestions were made that in order to encourage entrepreneurship and tackle skills development issues, the Assembly should help the youth and entrepreneurs to acquire flexible credit and other financial support.
3. The Assembly should collaborate with sister Municipalities in drains and road construction and other climate related interventions
4. The Assembly should put in more effort on the behavioural and attitudinal change in its Sanitation programmes with the involvement of NGOs and CSOs. The presenter explained the mechanisms put in place by the Assembly to provide 5,000 household toilet facilities over the plan period, especially along the coastal areas.
5. There were suggestions that the various site such as castles and forts in the Metropolis should be renovated to generate income to the Assembly through tourist visit.
6. Participants suggested that the Assembly should collaborate with Ghana Water Company to help solve water issues in the Metropolis.
7. Women's representative appealed for immediate responds to the drainage issue at Kojokrom market because it's really disturbing the market women at the market.

Main Controversies and Major Areas of Complaints

- Sanitation and waste management
- Water supply
- Drainage system

Unresolved Questions and Queries

All questions were appropriately answered at the public hearing.

General Level of Participation

The general level of participation was very good. All interested groups were well represented and participated actively. All categories of people were given the chance to ask questions and make inputs during the public hearing.

Assent to Acceptance of Public Hearing Report:

Signature of:

Metropolitan Chief Executive	
Metropolitan Coordinating Director	
Presiding Member	

Chairman of Development Planning Sub-Committee
Signature of Development Planning Officer

.....
.....

PICTORIAL EVIDENCE BELOW



MCE PRESENTING TO THE HOUSE



DIGNITARIES AT THE HIGH TABLE



INVITEES AT THE MEETING



INVITEES AT THE MEETING



HON. PRESIDING MEMBER ADDRESSING THE HOUSE



INVITEES AT THE MEETING



MPO PRESENTING TO THE HOUSE



MPO RESPONDING TO ISSUES



MPO SPEAKING ON OPEN DEFECATION CAMPAIGN



**VERIFICATION OF COMMUNITY NEEDS
ASSESSMENT IN GROUPS**



OPEN FORUM TIME



OPEN FORUM TIME

PUBLIC HEARING ON THE DRAFT ASSEMBLY'S 2022 – 2025 MEDIUM – TERM DEVELOPMENT PLAN

ATTENDENCE LIST

S/N	NAME	M/ F	DESIGNATION/COMMUNITY	PHONE NO./EMAIL
ESSIKADO KETAN				
1	BENJAMIN ARTHUR	M	UNIT COMMUNITY	0248929926
2	BENJAMIN BRAY	M	UNIT COMMITTEE	0547662020
3	CHARLES K SAGOE	M	UNIT COMMITTEE	0558133177
4	ENOCH BOSSMAN	M	UNIT COMMITTEE	0544871976
5	STEPHEN AMISSAH	M	KETAN	0240034223
6	ROBERT QUAINOO	M	AHINKOFI	0246577450
NEW TAKORADI ELECTORAL AREA				
1	BERNARD DOLPHINE	M	NEW TAKORADI LOWER	0546823165
2	MONICA BARTELS	F	UPPER NEW TAKORADI UNIT COMMITTEE	0551413886
TAKORADI ELECTORAL AREA				
1	JOHN R. ANDOH	M	MEMBERS	0244926287
2	JAMES TINDANA	M	TAKORADI	0247784424
3	COLLINS IDAN	M	TAKORADI	0540375444
4	ANDREWS MANOR	M	TAKORADI	0542800400
5	ALFRED FRANS	M	ZENITH AREA	0243212103
6	ALBERTA DIANORNG	F	ASSIKAFOAMBATAM NO.2	0242945375
7	IBRAHIM MOHAMMED	M	TAKORADI	0244875216
8	PRINCE HANS ADDISON	M	TAKORADI CHAPEL HILL	0542096125
9	ISAAC A. NTARMDI	M	ESSIKAFOAMBATAM	0244747870
10	KENNETH OTOO	M	AMANFUL WEST	0553158311
11	FRANCIS APPIAH	M	COMMITTEE MEMBER	0273945272
SEKONDI ELECTORAL AREA				
1	HON N.A ODURO	M	KOJOKROM	0244744869
2	HON ISAAC ESHUN	M	G.V.T APPT	0504670184
3	JAMES KOFI CONDUH	M	BUABAKROM	0248201672
4	DANIEL KWEKU BAMFO	M	BAKA-EKIR	0245734455
5	FRANCIS OJAN	M	KWEIKUMA	0243446102
6	SUSANA SOLOMON	F	COMMITTEE CHAIRPERSON	0204910155
7	HERMAN E. KUM	M	NKOTOMPO	0273025685
8	JOHN KWESI TANDOH	M	NKOTOMPO	0542796066
9	EBENEZER CHARLES AMAYEH	M	NKOTOMPO	
10	GLADYS ODUM	F	SEKONDI	

11	JOHN KOFI MENSAH	M	B.U TOWNSHIP	0243333398
12	UMARU MOHAMMED	M	ZONGO/ESTATE	0246549907
13	SIMON KOJO	M	EKUASI/ESSAMAN	0242137702
14	BASHIRU RIDWAN	M	KWEIKUMA	0264690732
15	FRANCIS QUAYSON	M	YENSUADO	0595670864
16	RAPHEEL R GOMMEL	M	ADIEMBRA	0554984545
17	CHRISTIAN HENDRICKS	F	EKUASI/ESSAMAN	0553829460
18	KOFI ESSAMAN HAYFORD	M	ASAMANSUDO	0242883575
19	JUSTINA ANNAN	F	ASAMANSUDO	0543026587
20	STEPHEN K. JOHNSON	M	KWEIKUMA	0244155457
21	AL ALHASSAN	M	SEKONDI ZONGO	0268728464
MEDIA – TV				
1	JUSTICE DAMOAH	M	CITI TV / FM	0233067043
2	AKWASI AGYEI ANWIM	M	CITI TV / FM	0244067043
3	PAA KOJO PETERS	M	CONNECT FM	0249834290
4	APPIAH DANQUAH	M	ROK FM	0242817911
5	FREDERICA MENSAH	F	TWIN CITY RADIO	0241835864
6	EVANS GYAMFI	M	GOODNEWS FM	0575280251
7	MILDRED MENSAH	F	G.N.A	0244099164
8	DEBORAH OSEI TWUM	F	G.N.A	0246495406
9	ALFRED HUGHES	M	G.B.C	0249311750
10	INA – THALIA QUANSAH	F	JOY NEWS	0547019933
11	AUGUSTINA DZODZEGBE	F	DAILY GRAPHIC	0245159728
12	LORD TAWIAH	M	ADOM TV	0243974106
13	P.K APAGYA	M	RCC CAMERAMAN	0553293635
14	NANA KUMI	M	SKYY MEDIA	0555354106
15	JOSEPH M. YENDUBE	M	RADIO 360	0245072202
KANSAWORODO ELECTORAL AREA				
1	RICHARD ADAMS	M	CHAIRMAN	0241554173
2	DAVID	M	MEMBER	0274371920
3	DANIEL MENSAH	M	MEMBER	0544111062
4	JOSEPH ANSAH	M	MEMBER	0553817068
MARKET WOMEN/FISHERMEN AND FARMERS ASSOCIATION				
1	PAULINA OWUSU	F	MARKET WOMEN/KOJOKROM	0277703484
2	ARABA AYIMAH	F	MARKET WOMEN/KOJOKROM	0276256007
3	VERONICA ANDOH	F	MARKET WOMEN/KOJOKROM	0203024421
4	LUCY ARKORFUL	F	MARKET WOMEN/KOJOKROM	0272033717
5	NANA GRACE	F	MARKET WOMEN/KOJOKROM	0551414098
S.T.M.A				
1	ABDUL-KARIM HUDU	M	MEHO	0243187938
2	CHRISTINA MENSAH	M	MIS/IT	0265620109

3	GENEVIEVE ARKU-TANDOH	F	ADIHA	0246481557
4	MAAME EFUA ACQUAH	F	ADIIB	0244469165
5	JOHN LARTE	M	PRO	0266450599
6	PATRICK SEBE-SOADWA	M	TRANSPORT	0244802403
7	FIIFI ESHUN	M	METRO SGT. OF SELISI	0550906569
8	PATRICK ABAKLE	M	WMD	0262323811
9	RUTH SARPONG	F	PPD	0546463546
10	FRANK K. YEBOAH	M	ADMIN TSM	0244587708
11	MARK M. SARKODIE	M	ADMIN, SEK. SUB-METRO	0208209444
12	STEPHEN ACKAAH	M	MBA	0244467314
13	ELIZABETH ARTHUR	F	METRO STATISTICIAN	0205015565
14	EMMANUEL K. BISSUE	M	DEV. PLANNING	0244227436
15	MICHAEL DZISI	M	URBAN ROADS	0244804059
16	ANITA MENSAH	F	HRM	0244546834
17	LOUISA OTUBOAH	F	NSS	0246412192
18	MABEL BAAH	F	NSS	0243592206
19	ISAAC AIDOO	M	SNR. DPO	0246566550
20	SHULEE K. ADDO	F	ADIHA	0241606327
21	FRANCIS K. DZIKUNA	M	GES	0246448241
22	EMMANUEL K. QUANSAH	M	ESTATE	0243213924
23	FRANCISCA STOKES ATTA EYISON	F	I.S.D	0273145540
24	SAMUEL ANKRAH	M	I.S.D	0207756781
25	JACOB-K. NELSON	M	I.S.D	0247868704
26	HELENA QUAINOO	F	I.S.D	0246165182
27	MARIAM OWUSU APPIAH	F	I.S.D	0547797293
28	ERNEST KODIE AWUAH	M	METRO GUARD	0242615994
29	WOI SAMUEL O. ANTWI	M	METRO GUARD	0244032425
30	LAN KWAME TUGBENE	M	NCCE	0208166073
31	ESTHER D. TAMAKLOE	F	SOCIAL WELFARE	0545199659
32	STEPHEN KWABENA DARKO	M	MISIIT	0543449896
33	WILLIAM TEI-KPOTI	M	MOE-STMA	0244678562
NGO				
1	FATI B. AHMED	F	CENTRAL FOR YOUTH AND CHILD CRISIS INTERVENTION	0249121808
2	MAXWELL ARCHER	M	GHANA NATIONAL CHAMBER/COMMERCE	0593528715
3	ALBERT SIMPSOM	M	GHANA NATIONAL CHAMBER/COMMERCE	0555099828
4	HENRY HOOPER	M	TRANSPORT DEPT	0550198690
5	REV. ALBERT AMOAH	M	CHRISTIAN COUNCIL REP. SEKONDI	0273669436

6	ABDUL SALAM MOHAMMED	M	FRIENDS OF THE NATION	0244659788
7	DOMINIC REX JONFIAH	M	CODA	0244110864
8	DANIEL ASIMENU	M	MDA – AGRIC	0240222869
9	ELMA HAM	F	RAA – GIZ	0247454925
10	TITUS GRUMMACHER	M	GIZ/WRCC	0557885113
11	RICHARD ODURO DARKO	M	URBAN ROAD STMA	0507878724
12	MOHAMMED KPEGLA ADAMU	M	CWSA – WR	0244607146
13	RICHMOND AGBANYALAH	M	WERENGO – WR	0242109736
14	ESTHER MENSAH	F	GOSHEN GLOBAL VISION	0244184935
15	BARBARA AGILIGO	F	G.G.V	0542888204
16	NANCY BOAKYE ANSAH	F	FORESTRY COMMISSION	0243716596
17	HELINA ENTSIE	F	WERENGO – WR	0545048507
18	AMISSAH RANSFORD	M	T.R.A.C.T.O.R	0242289566
19	ISAAC ESHUN	M	GOVT APPT	0504670184
20	JACOB A. QUAYSON	M	ECG	0242530982
21	JOSEPH QUAICOE	M	GIZ	0240912523
22	EDWIN A. ASSAN	M	ADIIB	0249479882
23	NII KPANI ADDY	M	CEO, STCCI	0244694751
24	NANA YAA KONADU	F	BAC HEAD	0246638128
MEMPEASEM ELECTORAL AREA				
1	MARIAM ADJAYE	F	MEMPEASEM	0242847687
2	JOANA RITA YAWSON	F	NGYIRESIA	0249298335
MPINTSIN ELECTORAL AREA				
1	RICHARD COBBINAH	M	SOFOKROM	0244110989
2	BATAIOUS TANDOH	M	MPINTSIN	0552334353
3	DOMINIC BENTUM	M	ESSIPONG	0243850499
FIJAI ELECTORA AREA				
1	BENJAMIN SETH AWOTUIAH	M	FIJAI UNIT COMMITTEE MEMBER	0240436773
NKETSIA – KOJOKROM				
1	NANA KWEKU NKYEKYER	M	NKETSIAKROM – KOJOKROM	0208599995
2	ISAAC ONUMAH	M	MPENTSEMSEW	0241505034
3	EBENEZER EKOW FRAIKUE	M	KOJOKROM AFFULKROM D.	0247660450
ASSEMBLY MEMBER				
1	CHRISTINA E. QUANSAH	F	GOV APPT	0243401181
2	CHRISTIAN K. HATSU	M	ZENITH	0249450286
3	RUTH ADJEI MENSAH	F	GOV'T APPT	0249448107
4	HON. SAMPSON H. DARKO	M	ASAFO	0208242717
5	ABRAHAM REX KUTUBEBI	M	CASSAVA FARM	0207756777
6	PATRICK BIMPONG	M	ADIEMBRA	0203916171
7	TANKO AYUBA	M	ZONGO/ESTATE	0246424614
8	EBENEZER ESIAM	M	NKETSIAKROM	0241461890

9	JOSEPH KWEKU TAKYI	M	MPENTSEMSREW	0244824540
10	ALFRED KOJO BOATENG	M	OLD ADRA	0277704156
11	ABDUL BABA SALAM	M	YENSUADO	0543781041
12	ANTHONY EPHRAIM	M	NKONTOMPO	0245144529
13	DANIEL AMOKU – MENSA	M	EKUASI/ESSAMAN	0243061338
14	HENRY TECHIE – MENSAH	M	GOV'T APPT	0243372327
15	DANIEL AMIBUE	M	GOV'T APPT	0550905545
16	BUKARI KYERE	M	KWEIKUMA	0243445834
17	HORATIO C. BRUCE	M	MPINTSIN	0244944843
18	FELICIA ODOOM	F	UPPER NEW TAKORADI	0549837373
19	JOANA BARTON ODRO	F	RAILWAYS AND HARBOUR	0543293929
20	STEPHEN K. BOATENG	M	ESSIKAFOAMBATEM NO.2	0243572412
21	ESUMANU IBRAHIM	M	ASAMANSUDU	0245869041
22	NANA ACQUAH BAIDU	F	AMANFUL – WEST	0278119285
23	KASSUM BERMAH	M	KETAN	0277100236
24	S.K MENSAH	M	ASSEMBLY MEMBER	0590837774
25	PRINCE ARTHUR	M	AMANFUL EAST	0242370170
26	BROOKMAN BEN HECTOR	M	BAKAEKYIR	0546631745
27	DR. EDWARD K. AMITERE	M	GOV'T APPT	0244542910
28	RAMATU IBRAHIM	F	ASSEMBLY MEMBER	0242356317
29	BENJAMIN ANKU	M	ASSEMBLY MEMBER	0244580628
30	WILSON KWOFIE	M	ASSEMBLY MEMBER	0208152134
31	ERNEST N. ASARE	M	ASSEMBLY MEMBER	0244438225
32	ARMSTRONG WILLIAM ARTHUR	M	ANOE	0559984787
33	JOHN STEPHEN ABBAN	M	ESSIKADO WEST	0243071684
34	FUSENI ACQUAH	F	MEMPEASEM	0554990905
35	MANU K. BEIKU	M	AIRPORT RIDGE	0246626257
36	SEIDU SANGO	M	GOV'T APPT	0546483759
37	ISAAC HAGAN	M	KANSAWORADO	0242714655
38	GILBERT S. AFRIYIE	M	NEW TAKORADI LOWER	0549165496
39	RAMATU IBRAHIM	F	FIJAI	0242356317
40	ODURO K. ACHEAMPONG	M	PRESBY	0243604042
41	MOSES K. TETTEH	M	GOV'T APPT	0546884653
42	ASIGBEY EMMANUEL YAO	M	GOV'T APPT	0208244643
43	EMMANUEL DOGBE	M	REP	0246578120

Annex II: Maintenance Plan for 2022-2025

Type of Infrastructure/ Assets	Type of Maintenance	Schedule of Maintenance (start date-end date)	Estimated Cost of Maintenance (GHS)	Location	Responsibility
Public offices	Repair of cracked walls and floors, roof, Replacement of doors and windows	Quarterly	1,500,000	Metrowide	Works Department
Schools	Minor roofing, crack repairs	Annually	1,000,000	Metrowide	Works Department/ Education Dir.
Roads	Grading, patch potholes, clean drains and culvert, repair drains and culverts	January-December	4,252,000	Metro wide	URD
Vehicles	Greasing, oiling, breaks, shock	January-December	1,400,000	STMA	Transport Unit
Drainage	Culvert replacement	January-December	31,633,475	Metro wide	URD
Street Lights	Cleaning, replacement of Bulbs	Semi annually	1,200,000	Metro wide	Works

References

- NDPC 2020, Guidelines for Preparing Sector and District Medium Term Development Plans. 2022-2025 Planning Cycle
- National Development Planning (System) Regulation, 2016 (LI 2232)
- STMA 2017, Sekondi-Takoradi Metropolitan Medium Term Development Plan 2018-2021.