

SEKONDI-TAKORADI METROPOLITAN ASSEMBLY



DRAFT MEDIUM-TERM DEVELOPMENT PLAN [2018-2021]

*Prepared by: Metro Planning and Coordinating Unit [MPCU]
November 2017*

Table of Contents

EXECUTIVE SUMMARY	vii
ACRONYMS	xi
CHAPTER ONE: PERFORMANCE REVIEW AND PROFILE/ CURRENT SITUATION/BASELINE.....	1
1.1 Introduction	1
1.1.1 Vision:	1
1.1.2 Mission:.....	1
1.1.3 Core values:	1
1.2 PERFORMANCE REVIEW OF THE 2014-2017 MTDP	4
1.2.1 ENHANCING COMPETITIVENESS IN THE GHANA'S PRIVATE SECTOR.....	6
1.2.1.1 THE CREATIVE ART INDUSTRY	6
1.2.2 ACCELERATED AGRICULTURE MODERNIZATION AND SUSTAINABLE NATURAL RESOURCE MANAGEMENT	7
1.2.2.1 Agriculture	7
1.2.2.1.1 Food processing	8
1.2.2.2 Natural Resource management	8
1.2.2.3 Waste Management and Sanitation.....	9
1.2.3 HUMAN DEVELOPMENT, PRODUCTIVITY AND EMPLOYMENT	13
1.2.3.1 Education	13
1.2.3.2 Health	15
1.2.3.3 Social Welfare and protection	18
1.2.4 INFRASTRUCTURE AND HUMAN SETTLEMENT	24
1.2.4.1 Transportation.....	24
1.2.4.2 Energy	24
1.2.4.3 Community Development	25
1.2.4.4 Slum upgrading / Housing.....	25
1.2.4.5 Spatial and land-use planning	25
1.2.4.5 Water and Sanitation.....	25
1.2.5 TRANSPARENT, RESPONSIVE AND ACCOUNTABLE GOVERNANCE	31
1.2.5.2 REVENUE AND EXPENDITURE PERFORMANCE 2014-2017	39
1.2.6 KEY CHALLENGES ENCOUNTERED DURING THE PLAN IMPLEMENTATION.....	42
1.2.7 LESSONS LEARNT	42
1.3 METRO PROFILE	44

1.3.1	Institutional capacity needs	44
1.3.1.1	MPCU Capacity and Management Index	44
1.3.2	Physical and Natural Environment.....	45
1.3.2.1	Climate	46
1.3.2.2	Vegetation	46
1.3.2.3	Topography and Drainage.....	47
1.3.2.4	Geology	50
1.3.3	Biodiversity, climate change, green economy and environment	52
1.3.4	Water security	54
1.3.4.1	Sources of Potable Water in the Metropolis	55
1.3.5	Natural and man-made disasters	55
1.3.6	Natural resource utilization.....	57
1.3.6.1	Water Resource Utilization.....	57
1.3.6.2	Land Resource Utilization	58
1.3.6.3	Forest Resource Utilization.....	58
1.3.7	POPULATION DYNAMICS	59
1.3.7.1	Population Projection (2018-2021).....	59
1.3.7.2	Population structure (Age–Sex Distribution)	59
1.3.7.2.1	Age–Sex Distribution.....	60
1.3.7.2.2	Sex ratio	61
1.3.7.2.3	Dependency Ratio	61
1.3.8	Migration (Emigration and Immigration).....	61
1.3.9	GENDER EQUALITY	64
1.3.10	Settlement systems	66
1.3.10.2	Types of available transportation infrastructure (motorized, non-motorized, public transit)	70
1.2.10.2.1	Roads Network	70
1.3.10.3	Existing drainages, sanitation and waste management infrastructure	70
1.3.10.3.1	Waste Management	70
1.3.10.3.1.1	Classification and Composition of Municipal Waste	70
1.3.10.3.1.2	Waste Disposal and management	71
1.3.10.3.1.2.1	Solid waste disposal and management.....	71
1.3.10.3.1.2.2	Disposal of liquid waste	72

1.3.10.4	Poverty pockets within the Metropolis.....	73
1.3.11	Culture	76
1.3.11.1	Festival	76
1.3.11.2	Religion.....	77
1.3.12	Governance	78
1.3.12.1	Local Governance Structure in the Metropolis.....	78
1.3.12.2.1	Citizen’s Engagement	79
1.3.12.2.1.1	Town Hall Meetings	79
1.3.12.2.1.2	Community Engagement	80
1.3.12.2.2	Social Public Expenditure & Financial Accountability (SPEFA)	80
1.3.12.3	Non-Governmental Organization	80
1.3.12.4	Open Governance Partnership (OGP) Initiative.....	81
1.3.12.4	Security.....	83
1.3.12.5	The Legal System.....	83
1.3.13	Local Economic development.....	84
1.3.13.1	STMA Key Economic Drivers for LED	84
1.3.13.2	Investment Opportunities.....	86
1.3.14	Economy of the Metropolis.....	86
1.3.14.1	Employment Sector	87
1.3.14.2	Agriculture	88
1.3.14.2.1	Food Production.....	88
1.3.14.3	Industries	89
1.3.14.3.1	Takoradi Port.....	90
1.3.14.3.2	Albert Bosomtwi-Sam Fishing Harbour.....	91
1.3.14.4	Informal Activities	92
1.3.14.4.1	Mechanics and Local Artisans	92
1.3.14.4.2	Market Activities	93
1.3.14.4.2.1	Takoradi Central Market.....	93
1.3.14.4.2.2	Sekondi Market	93
1.3.14.4.2.3	Apremdo Market	94
1.3.15	Food security.....	94
1.3.16	Nutrition	96
1.3.17	Social Services	97

1.3.17.1	Education	97
1.2.17.1.1	Educational facilities	97
1.3.17.1.2	Educational Levels.....	98
1.3.17.1.4	Pupil Teacher Ratio	100
1.3.17.1.5	Academic Performance at Basic Level	101
1.3.17.2	Health	102
1.3.17.2.1	Health Facilities.....	103
1.3.17.2.2	Top Diseases.....	105
1.3.17.2.3	National Health Insurance Scheme (NHIS)	106
1.3.17.2.4	Mortality Rate	107
1.3.17.2.4.1	Infant Mortality	107
1.3.17.2.4.2	Maternal Mortality.....	107
1.3.17.2.5	Human Immunodeficiency Virus and Acquired Immune Deficiency Syndrome [HIV &AIDS].....	109
1.3.18	INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)	112
1.3.19	Poverty, Inequality and Social Protection	113
1.3.20	Science, Technology and Innovation (STI).....	116
1.3.20.1	Usage of STI in Communication	117
1.3.20.2	Use of Science, technology and innovation in Business	117
1.3.20.3	Use of Science, technology and innovation in Transportation.....	117
1.3.20.4	Use of Science, technology and innovation in Education	117
1.3.20.5	Use of Science, technology and innovation in Agriculture	118
1.4	HARMONIZED COMMUNITY NEEDS AND ASPIRATIONS WITH IDENTIFIED DEVELOPMENT PROBLEMS/ISSUES FROM PERFORMANCE REVIEW AND PROFILING.....	118
1.5	SUMMARY OF KEY DEVELOPMENT ISSUES.....	122
CHAPTER TWO DEVELOPMENT ISSUES FOR 2018-2021		134
2.1	INTRODUCTION	134
2.2	POTENTIALS, OPPORTUNITIES, CONSTRICTS AND CHALLENGES [POCC] ANALYSIS	135
2.3	PRIORITIZATION OF DEVELOPMENT ISSUES.....	148
CHAPTER THREE: DEVELOPMENT PROJECTIONS, ADOPTED GOALS, SUB-GOALS, OBJECTIVES AND STRATEGIES.....		154
3.1	INTRODUCTION	154
3.2	THE PROJECTED DEVELOPMENT REQUIREMENTS FOR 2018-2021	154

3.2.1	Population Projections	154
3.2.2	Health Facility Requirements	155
3.2.3	Housing Needs Assessment	156
3.2.4	Educational needs.....	156
3.3	STRATEGIC ENVIRONMENTAL ASSESSMENT	157
3.3.1	Sustainability Test	158
3.4	ADOPTED DEVELOPMENT ISSUES, THEMATIC GOALS, OBJECTIVE AND STRATEGIES 159	
3.4.1	ECONOMIC DEVELOPMENT	159
3.4.1.1	GOAL: BUILD A PROSPEROUS SOCIETY	Error! Bookmark not defined.
3.4.2	SOCIAL DEVELOPMENT	161
3.4.2.1	GOAL: CREATE OPPORTUNITIES FOR ALL	Error! Bookmark not defined.
3.4.3	ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS	165
3.4.3.1	GOAL: SAFEGUARD THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT BUILT ENVIRONMENT	Error! Bookmark not defined.
3.4.4	GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY	168
3.4.4.1	GOAL: MAINTAIN A STABLE, UNITED AND SAFE SOCIETY	Error! Bookmark not defined.
	CHAPTER FOUR: DEVELOPMENT PROGRAMMES AND SUB-PROGRAMMES	170
4.1	INTRODUCTION	170
4.1.1	Economic Development Programme of Action	171
4.1.2	Social Development Programme of Action.....	180
4.1.3	Environment, Infrastructure and Human Settlement Programme of Action	198
4.1.4	Governance, Corruption and Public Accountability.....	210
4.2	INDICATIVE FINANCIAL STRATEGY.....	218
4.2.1	Projected Revenue for 2018-2021.....	219
4.2.2	FINANCING THE GAP	221
	CHAPTER FIVE ANNUAL ACTION PLAN	222
5.1	Introduction	222
	2018 ANNUAL ACTION PLAN.....	223
	CHAPTER SIX: IMPLEMENTATION, MONITORING AND EVALUATION.....	260
6.1	INTRODUCTION	260
6.2	PROCESS OF DEVELOPING THE M & E PLAN.....	260

6.2.1	INDICATORS AND TARGETS.....	261
6.3	DISSEMINATION AND COMMUNICATIONS STRATEGY	266
6.3.1	STRATEGIES.....	267
6.3.1.1	DISSEMINATION OF REPORTS:.....	267
6.3.1.2	SOCIAL MEDIA-PLATFORM.....	268
6.3.1.3	ORGANIZE PERFORMANCE REVIEW MEETING	268
6.3.1.4	GENERAL DIALOGUE.....	268
6.4	EVALUATION ARRANGEMENT WITH AN EVALUATION FRAMEWORK.....	270
6.5	PARTICIPATORY MONITORING AND EVALUATION ARRANGEMENT	270
ANNEX		

EXECUTIVE SUMMARY

The Sekondi-Takoradi Metropolitan Assembly has been preparing four-year Medium-Term Development Plans (MDTPs) since 1996. The last of these plans was prepared in 2014 to address the needs and aspirations of the people of Sekondi-Takoradi Metropolitan Assembly (STMA) within the Ghana Shared Growth and Development Agenda II (GSGDA 2014-2017) framework. The current Plan which covers the period 2018 to 2021 is strategically crafted to respond to the new National Medium Term Development Policy Framework (NMTDPF 2018-2021). 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, create opportunities for all, safeguard the natural environment and ensure a resilient built environment and Maintain 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 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:

- ✦ Communities using various questionnaires
- ✦ Existing Community Action Plans.
- ✦ Departments of the Assembly

- ✦ The Assemblies Monitoring and Evaluation Plan
- ✦ The Sekondi-Takoradi Structural Development Plan.
- ✦ The 2014-2017 Medium Term Development Plan

Various Stakeholders meetings were held at the four 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
- ✦ Analyses of Potential, Opportunities, Constraints and Challenges
- ✦ 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
- ✦ 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 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

1. Private sector development
2. Agriculture and aquaculture development
3. Local Economic Development
4. Tourism

5. Roads and Transport
6. Health
7. Education
8. Revenue Mobilization
9. Social protection
10. Housing and slum upgrading
11. Water and Sanitation
12. 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 policy makers. 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 for the plan period are expected to cost a total of **Six Billion, Thirteen Million, Seven Hundred and Twenty-Six Thousand, Eight Hundred and Twenty Ghana Cedis [GHS 6,013,726,820.00]** while

the expected revenue for the plan period is estimated at **One Billion, Five Hundred and Forty-Four Million, Three Thousand, Five Hundred and Twenty-Seven Ghana Cedis Forty-Six pesewas [GHS 1,544,003,527.46]**. This indicates that there would be the need to develop new strategy to finance a gap of **Four Billion, Four Hundred and Ninety-Two Million Seven Hundred and Twenty-Three Thousand Two Hundred and Ninety-Two Ghana Cedis Fifty-Four Pesewas [GHS4,492,723,292.54]**.

This is expected to be financed through grants and internally generated funds. Experience from the past has shown that over-reliance on grants have 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 Six (6) 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 GSGDA II 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.

The Chapter 2 states the Metropolis's development priorities linked to the appropriate thematic area of the NMTDPF (2018-2021). Chapters 3, 4 and 5 are dedicated to adopted NMTDPF goals, objectives and strategies, development projections, the composite programme of action, annual action plans and indicative financial plan respectively. Chapter 6 describes the monitoring and evaluation arrangements and the communication strategy of the Assembly relating to the dissemination of information and generation of feedback on performance in implementing the Plan.

The participatory nature of the plan preparation process will mean that all stakeholders would be keen in ensuring that planned programmes outlined within the Medium-term Development Plan [2018-2021] are implemented in a way that will benefit the people through improvement in the living conditions in the Metropolis. It is strongly believed that all stakeholders will play their respective roles to ensure successful plan implementation, monitoring and evaluation.

ACRONYMS

ADB	–	African Development Bank
AFD	-	Agence Francaise de developpement
ANC	-	Ante Natal Care
BECE	-	Basic Education Certificate Exams
BNI	-	Bureau of National Investigation
CBFMCs	-	Community Based Fishing Management Committees
CBO	-	Community Based Organization
CBRDP	-	Community Based Rural Development Project
CEPS	-	Customs Exercise and Preventive Service
CIDA	–	Canadian International Development Agency
CNC	-	Center for National Culture
CSO	-	Civil Society Organization
DACF	-	District Assembly Common Fund
DDF	-	District Development Facility
EHMD	-	Environmental Health & Management Department
EPZ	-	Export Processing Zone
FCUBE	-	Free Compulsory Universal Basic Education
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 Funds
LEAP	-	Livelihood Empowerment Against Poverty
MAC	-	Metro AIDS Committee
MES	-	Metro Education Service
MESEC	-	Metro Security Committee
MOTI	-	Ministry of Trade and Industry
MPCU	-	Metropolitan Planning and Coordinating Unit

MSHAP	-	Multi-Sectoral HIV/AIDS Programme
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	-	None Governmental Organization
NHIS	-	National Health Insurance Scheme
NMTPF	-	National Medium Term Policy Framework
OGP	-	Open Government Partnership
OPD	-	Out- Patient Department
PIP	-	Public Infrastructure Projects
PLWHA	-	People living with HIV/AIDS
POCC	-	Potentials Opportunities Challenges and Constraints
PPAG	-	Planned Parenthood Association of Ghana
PPP	-	Policies, Plan, Programmes
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
UDG	-	Urban Development Grant
VRA	-	Volta River Authority
WMD	-	Waste Management Department
YIEDIE	-	Youth Inclusive Entrepreneurial Development Initiative for Employment

CHAPTER ONE: PERFORMANCE REVIEW AND PROFILE/ CURRENT SITUATION/BASELINE

1.1 Introduction

The Sekondi-Takoradi Metropolitan Assembly, like all Metropolitan, Municipal and District Assemblies in Ghana are mandated to prepare a 4- year Medium Term Development Plan every year (DMTDP) as a basis for the overall development of the MMDAs. The 2014-2017 MTDP was prepared under the policy framework of the Ghana Shared Growth and Development Agenda (GSGDA II). Based on the prioritized problems, needs/aspirations of the people in the Metropolitan Assembly, various projects and programmes were earmarked for implementation within the period to achieve set goals and objectives in accordance with the thematic areas of the GSGDA II.

The period for the implementation of the DMTDP 2014-2017 would elapse by the end of 2017, paving way for the preparation of a new plan 2018-2021. In this light, it is imperative to review the MTDP 2014-2017 as a basis for the preparation of the new DMTDP 2018-2021 to assess the extent of implementation of planned programmes and projects, and the achievement of set goals and objectives pertaining to Sekondi-Takoradi Metropolitan Assembly.

1.1.1 Vision:

A world class city with modern infrastructure, social services, best governance, attractive business and living environment.

1.1.2 Mission:

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.

1.1.3 Core values:

The Sekondi-Takoradi Metropolitan Assembly is committed to adhering to the highest professional standard and individual integrity and other values that include:

- ❖ Punctuality
- ❖ Team work
- ❖ Transparency & Accountability
- ❖ Innovation

- ❖ We undertake to make our services equitably available to all Citizens including those from disadvantaged homes, families or communities and the marginalised groups.
- ❖ We commit ourselves to treat every customer or citizen with respect by showing friendliness and care when serving a customer
- ❖ We endeavor to engage our stakeholders in preparation of our Planning, Budgeting and annual Fee Fixing Resolution and publish the approved documents for public information

1.1.4 Functions of Sekondi-Takoradi Metropolitan Assembly

Sekondi-Takoradi Metropolitan Assembly like any other district in Ghana performs the following functions as enshrined in the Local Governance Act, 2016 (Act 936) part one section 12.

(1) STMA shall

(a) exercise political and administrative authority in the district;

(b) promote local economic development; and

(c) provide guidance, give direction to and supervise other administrative authorities in the district as may be prescribed by law.

(2) A District Assembly shall exercise deliberative, legislative and executive functions.

(3) Without limiting subsections (1) and (2), a District Assembly

(a) be responsible for the overall development of the district;

(b) formulate and execute plans, programmes and strategies for the effective mobilisation of the resources necessary for the overall development of the district;

(c) promote and support productive activity and social development in the district and remove any obstacles to initiative and development;

(d) sponsor the education of students from the district to fill particular manpower needs of the district especially in the social sectors of education and health, making sure that the sponsorship is fairly and equitably balanced between male and female students;

(e) initiate programmes for the development of basic infrastructure and provide municipal works and services in the district;

(f) be responsible for the development, improvement and management of human settlements and the environment in the district;

(g) in co-operation with the appropriate national and local security agencies, be responsible for the maintenance of security and public safety in the district;

(h) ensure ready access to courts in the district for the promotion of justice;

(i) act to preserve and promote the cultural heritage within the district;

(j) initiate, sponsor or carry out studies that may be necessary for the discharge of any of the duties conferred by this Act or any other enactment; and

(k) perform any other functions that may be provided under another enactment.

(4) A District Assembly shall take the steps and measures that are necessary and expedient to
(a) execute approved development plans for the district;

(b) guide, encourage and support sub-district local structures, public agencies and local communities to perform their functions in the execution of approved development plans;

(c) initiate and encourage joint participation with other persons or bodies to execute approved development plans;

(d) promote or encourage other persons or bodies to undertake projects under approved development plans; and

(e) monitor the execution of projects under approved development plans and assess and evaluate their impact on the development of the district and national economy in accordance with government policy.

(5) A District Assembly shall co-ordinate, integrate and harmonise the execution of programmes and projects under approved development plans for the district and other development programmes promoted or carried out by Ministries, Departments, public corporations and other statutory bodies and non-governmental organisations in the district.

(6) A District Assembly in the discharge of its duties shall

(a) be subject to the general guidance and direction of the President on matters of national policy; and

(b) act in co-operation with the appropriate public corporation, statutory body or non-governmental organisation.

(7) Public corporations, statutory bodies and non-governmental organisations shall co-operate with a District Assembly in the performance of their functions.

(8) In the event of a conflict between a District Assembly and an agency of the central Government, public corporation, statutory body, non-governmental organisation or individual over the application of subsection (5), (6) or (7), the matter shall be referred by either or both parties to the Regional Co-ordinating Council for resolution.

1.2 PERFORMANCE REVIEW OF THE 2014-2017 MTDP

The aim of the review of the 2014-2017 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 2018-2021 NDMTDP.

The objectives and targets set for the Metro under the Ghana-Shared Growth Development Agenda [GSGDA] II, departmental reports and the Annual Progress Reports for the year between 2014 to 2016 were used for the review of the Plan. The details and level of achievements of the plan under review have been presented for the five out of the seven thematic areas under the GSGDA II. The thematic areas are as follows:

1. Enhancing Competitiveness of Ghana's Private Sector
2. Accelerated Agricultural Modernization and Sustainable Natural Resource Management
3. Infrastructure and Human Settlements
4. Human Development, Productivity and Employment
5. Transparent and Accountable Governance

Thematic Area: ENHANCING COMPETITIVENESS IN GHANA'S PRIVATE SECTOR									
Policy Objective: <ol style="list-style-type: none"> 1. Expand opportunities for job creation 2. Improve efficiency and competitiveness of MSMEs 3. Develop a competitive creative arts industry 4. Diversify and expand the tourism industry for economic development 									
Programmes	Sub-programme	Broad project/activity	Indicators						Remarks
			Baseline (2013)	MTDP Target	ACHIEVEMENT				
					2014	2015	2016	2017	
Private Sector Development	Business development	Upgrading of Kokompe Industrial enclave	0	1	0	0	0	1	Fully implemented
		Facilitate the Construction of a modern shopping mall	0	1	-	-	-	-	[Site preparation on-going]
		Collaborate with the private sector to develop 1No. leisure complex [Essei Lagoon]	0	1	-	-	-	-	Not implemented
		Build capacities and provide credit facilities to established SMSEs to employ the youth	0	10	-	5	3	2	Fully implemented
		Assist business groups to access credit facilities	0	100	-	-	-	-	Not implemented
	Creative art Industry	Development of a craft Village at Fijai	0	1	-	-	-	-	Not implemented

1.2.1 ENHANCING COMPETITIVENESS IN THE GHANA'S PRIVATE SECTOR

The efforts at improving the competitiveness of the private sector in Sekondi-Takoradi Metropolitan area recorded limited progress over the past years, due to limited resources to stimulate the growth and enhance the managerial skills and credit financing of most Medium-Small-Micro businesses within the Metropolis. However, it is worth noting that the expansion and formalization of the informal sector has the potential for quality decent jobs for the youth and when achieved would create the platform to transform the local economy of the Metropolis and the Region at large.

1.2.1.1 THE CREATIVE ART INDUSTRY

Under the plan period, the tourism sector although enhanced the boosting of the creative arts industry through trade fair and exhibition, the industry could have achieved more if the proposed craft village has been developed. The creative art industry in the Metropolis is faced with tremendous challenges including space to market and develop their talents and skills. Stakeholders in the Association of the Creative Art Industry, National Civic and Culture, Department of Trade and Industry and the Assembly are in the process of seeking financial resources through a public-private partnership to establish a one-stop craft village for the developing, marketing, training and exhibition of artifacts for socio-economic development.

To make the creative art industry economically viable there is the need to improve the interface between the creativity industry and Technical University through the application of technology which has the ability to develop intellectual capital thereby accelerating economic development through foreign exchange earnings and the provision of jobs whilst contributing to the socio-cultural development of the populace. This would help accelerate the competitiveness of the Ghana's private sector.

1.2.2 ACCELERATED AGRICULTURE MODERNIZATION AND SUSTAINABLE NATURAL RESOURCE MANAGEMENT



1.2.2.1 Agriculture

The Assembly recognizes agriculture as one of the main pillars for the Metropolis economy and employs majority of the rural population. The 2014 to 2017 Plan was designed to help boost agricultural production in the Metropolis especially in the production of vegetables, cassava, plantain, fish and poultry products. However, the Assembly witnessed a steady decline in the sector and production levels have been declining over the years due to limited resources for investment in the sector. Over reliance on the climatic conditions without any pragmatic approach towards an all year round production with small farm irrigation system contributed to the fall in the production level in addition to the poor roads between the farm lands and the marketing centres leading to perishing of goods at the farm lands.

In comparison, achievement for 2014 exceeded target by 0.8% whereas achievements in 2015 and 2016 were 0.15% and 0.32% below target set. Due to the late start of fertilizer Subsidy Programme, farmers did not get the fertilizers at the time it was needed most. The resultant effect accounted for the decline in the targets.

In 2014, the target set for cassava production was 12,600mt but 11,981mt was achieved. This implied a deficit of 19mt in production. For 2015 11,966mt was realized as opposed to a target of 12,500mt. By inference, an amount of 534mt was noted as deficit. Similarly, 2016 saw a deficit of 1920mt. comparatively the highest deficit was recorded in 2016 and the lowest in 2014. The deficit stemmed from the fact that some farmers realizing a glut in 2014 did not venture into serious cassava production during 2015.

Over the periods under consideration, a target of 140mt of cocoyam each was set for 2014, 2015 and 2016 respectively. In each of the years, shortages were marked, with highest occurring in 2014. Information gathered from the field revealed that agro-chemical especially weedicides had negative impact on cocoyam production. No targets were set for plantain production however, 1350mt 1015mt and 1180mt were produced in 2014, 2015 and 2016 respectively.

Target set for yam production in 2014, 2015 and 2016 was 60mt each. Generally, an average of 42.5mt of yam was experienced. Not only was difficulty in getting seed Yam a challenge but also the few found on the market were expensive.

The period under consideration recorded percentage that is above average in respect of farmers adopting appropriate farming technology to increase production. Targets could not be achieved as a result of lack of funds for Agriculture Extension Agents [AEAs] to cover expected areas.

1.2.2.1.1 Food processing

The Plan period saw the construction of new medium abattoir with ancillary facilities at Whindo to promote the production of wholesome meat for healthy living. The construction of the new abattoir has helped the Assembly to solve the problem associated health hazards posed by the old abattoir to the New Takoradi Health centre community. The new abattoir has a singeing block for hygienic animals' preparation for the market.

To increase the preservation of fish and also help increase the income of fish mongers, the Assembly constructed 2No. Modern fish smoking/processing facilities at Sekondi Beach Area. The two facilities have provided conducive and hygienic environment for the fish mongers to operate.

1.2.2.2 *Natural Resource management*

Related to agriculture is the issue of natural resource management. The Assembly's medium term plan sought to promote better management of wetland, beaches and prevention of haphazard sand winning on arable lands. The plan also placed much emphasizes on the reduction of contamination and pollution of the environment, so reducing the costs incurred by farming households, consumers of food and national economies as a whole. This will ensure that there is less likelihood of the breakdown of rural culture, there would be local regeneration, often with the reversal of migration

patterns as the demand for labour grows within communities. And, psychologically, there is a greater sense of hopefulness towards the future. The Assembly could not achieve much of its plan activities in the area of natural resource management.

1.2.2.3 Waste Management and Sanitation

Sanitation and waste management saw a considerable investment by the Assembly. The Assembly procured 1no. Backhoe to support management services. The Assembly introduced the polluter pay systems and contracted waste management services providers for each sub metro.

Thematic Area: ACCELERATED AGRICULTURE MODERNIZATION AND SUSTAINABLE NATURAL RESOURCE MANAGEMENT									
Policy Objective: To improve Agricultural Productivity									
To accelerate the provision and improve environmental sanitation									
Programmes	Sub-programme	Broad project/activity	Indicators						Remarks
			Baseline (2013)	MTDP Target	ACHIEVEMENT				
					2014	2015	2016	2017	
AGRICULTURE	Agriculture Development	Upgrading of infrastructure facilities at Whindo Abattoir	1	1	-	1	-	-	Fully implemented
		Trained and resource extension staff on improved technologies	12	48	12	12	12	6	On-going at 87.5%
		Organize farmer field school for farmer in non-traditional products	0	8	-	-	-	-	Not implemented
	Fisheries Development	Support 5 No. Groups to construct fish ponds	0	5	-	3	2	1	Fully implemented
		Construction of 2No. shelter for fishmongers at Sekondi Beach	3	2	1	-	1	-	Fully implemented
		Organize training workshops for fishermen interested in aquaculture	1	10	-	-	6	-	On-going

		Organize stakeholders forum involving the entire fishing communities once in a quarter on how to use modern method of fishing	16	16	4	4	4	4	Fully implemented
	Farmers Day Programme	Celebration of Farmers Day	1	4	1	1	1		Fully implemented
	Veterinary and Extension Services	Establishment of Veterinary Office	1	1	-	-	-	-	Not implemented
		Undertake clinical services and disease surveillance for livestock, poultry and pets	0	-	-	-	-	-	Not implemented
WASTE MANAGEMENT	Sanitation management	Procure 1No. Backhoe for Waste Management Services	0	1	1	-	-	-	Fully implemented
		organize sensitization on the implementation of polluter pay	6	48	12	12	8	2	On-going
		Organize clean up exercise	6	48	10	11	9	3	On-going
CLIMATE CHANGE,	Climate Change	Enforcement of bye-laws to prevent mangrove							Inadequate data

VULNERABILITY AND DISASTER MANAGEMENT		degradation and sand winning along the coast							
		Demarcation of buffer along wetlands boundaries	0	1		-	-	-	Not implemented
	Disaster Management	Sensitization programme on the effects of sand winning	4	48	12	14	20	4	Fully implemented

1.2.3 HUMAN DEVELOPMENT, PRODUCTIVITY AND EMPLOYMENT



A well-informed, skilled and healthy society is needed to transform the various sectors of the local economy. It is within this context that the medium-term objective in the human development, productivity and employment was set to pursue programmes and projects that will enhance the knowledge base of the people and sustain the socio-economic transformation agenda of the Metropolis. The implementation of programmes focused on addressing critical issues identified in the education, health, nutrition and social protection.

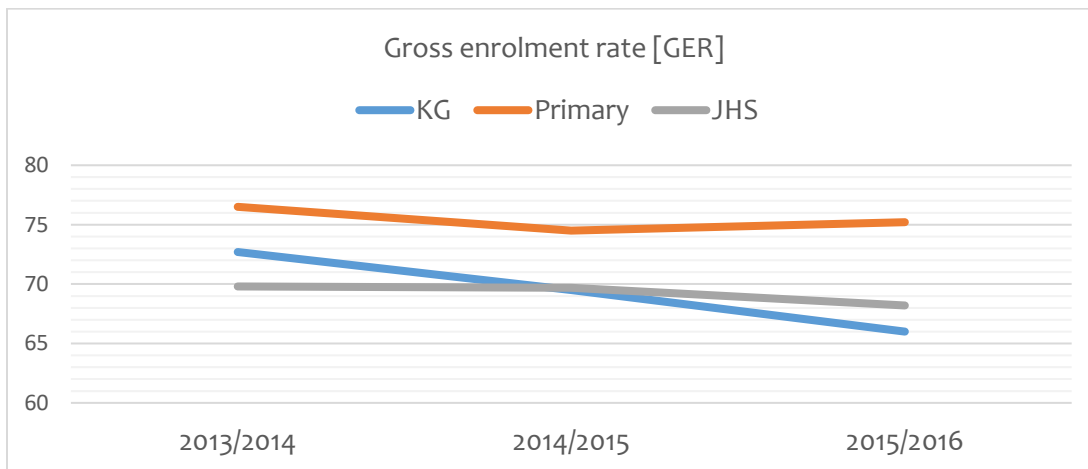
1.2.3.1 Education

The current global trend of development is dependent on knowledge-driven economy hence the need to focus on quality education at both the basic and advance level of education. The education strategies should be practical and accessible not only formal but also the informal aspects to ensure quality education is achieved within the medium-term. Education is highly prioritized as fundamental to increased productivity, economic growth and transformation of the citizens.

Infrastructural delivery continued to be made towards the attainment of education sector goal. However, the metropolitan investment in educational facilities do not commensurate the performance of the pupils at the Junior High level as the performance of the Basic Education Certificate Examination [BECE] decline steadily in 2016. In 2013, the pass rate of pupils presented was at 63.95%, it declines in 2014 to 62.12%, it increased slightly in 2015 at 62.85% however it dropped to 58.3% in 2016. The decrease in the performance of pupils has been as result of the emergence of social media, video games and non-disciplinary measures in both schools and homes. Mock examination must be enhanced to adequately prepare pupils for the BECE. Since education is an essential

component towards human development, the cognitive and psychosocial intelligence must be equipped among pupils through effective teaching and learning methods.

The education indicators indicate that the demand for education at the basic level has improved. The Gender parity has also been improving in favor of the girls against the boys. The GPI at the Kindergarten level in 2013/2014 academic year was at 1.07, Primary was 1.05, and junior level was at 1.03 whilst the GPI in 2014/2015 indicated a GPI of 1.02 across the three level of education. The 2015/2016 academic year shows a level of parity among the girls and boys at the KG and Primary level with GPI of 1.01 and 1.00 respectively, however at the junior high level another disparity against the girls at 0.98. This indicates that when interventions are geared towards the girl child education there will be disparity especially at the higher level of education. Although, there are girl child coordinators at the basic schools, the activities of the coordinators should be transformed to be gender coordinators to ensure that no sex is at the disadvantage of the other. Education should be accessible and compulsory for every child irrespective of the gender.



Source: Metro Education Directorate

From the figure above, there was a general decrease in the gross enrolment rate at the basic level of education, at the K.G it declined from 72.7% in 2013/2014 to 66.0%, the primary declined from 76.5% in 2013/2014 to 75.2% in 2015/2016 and the JHS was 69.8% to 68.2% in 2013/2014 and 2015/2016 respectively. The decrease in the gross enrolment rate indicates that the construction of classroom infrastructure was not in correspondence to the gross enrolment rate. There is the need to analyze school data to inform the Metro Planning Coordinating Unit which projects and programmes are needed to improve

upon the performance of the pupils than how many infrastructures can be developed. Notwithstanding the poor performance of the pupils in the metropolis, there is the need to develop resilient classroom blocks that can withstand environmental changes to prevent future disaster in the metropolis.

The completion rate at the JHS level improved from 61.4% in 2013/2014 to 61.6% in 2015/2016, it rather declined from 71.7% in 2013/2014 to 68.2% at the primary school. The proportion of classroom teachers who have had proper professional training increased across all the levels of basic education both nationally and for the deprived districts, whilst the minimum competency in the proportion of pupils tested in English increased from 23.6% in 2005 to 35.3% in 2011.

1.2.3.2 Health

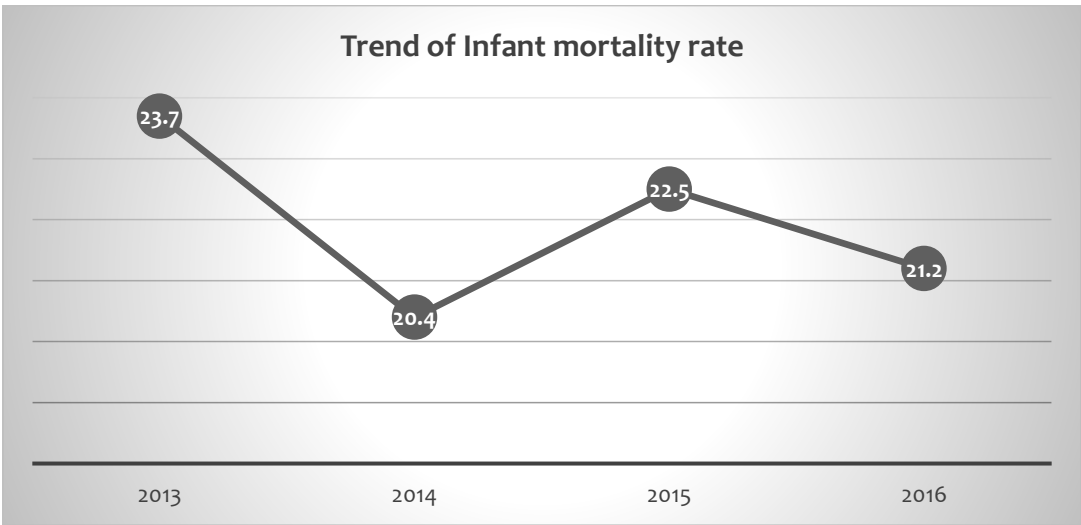
Improved health outcomes are associated with increased productivity in developing countries, since marginal productivity of health is likely to be relatively higher in developing countries than in high income countries. It is in this context that improved health outcomes are considered as critical for enhancing socio-economic transformation.

In Sekondi-Takoradi, though malaria has been a top cause of OPD attendance from 2013 to 2015, however, acute respiratory tract infections was the cause of the top ten OPD attendance and hospital admissions in 2016. There is the need to research as to why acute respiratory tract infections is emerging as the top of the ten OPD attendance. The decrease in the malaria cases could be attributed to the constant sensitization programmes on how the community should keep their environment clean. Another issue could be due to the introduction of the malaria rapid test programme used to verify malaria cases before drugs were administered hence facilitating the decline in malaria cases. Malaria accounted for 16.0% in 2016 whilst in 2015 it was 27.2% of all outpatient illnesses.

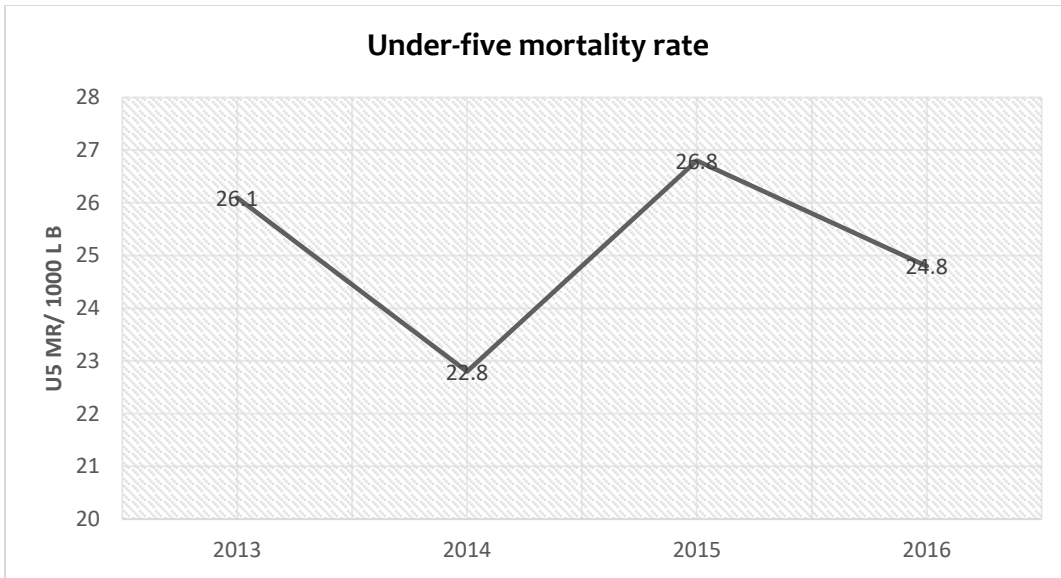
The malaria case fatality rate for children under five years was 0.24 per 100 of all admissions in 2016. There is the need to decrease the case fatality rate of malaria among children under five. No child is supposed to die of malaria within the next plan period and to achieve, the health directorate and the Assembly must ensure that all hospitals are well protected with treated mosquito nets and there must be constant fumigation of the communities to prevent the breeding of mosquito parasites within the

Metropolis. Furthermore, the economic impact of the disease in terms of healthcare cost and reduced productivity, among others, needs to be assessed in the Metropolis.

Although evidence in Ghana indicates significant reduction in both child and maternal mortality rates, the indicators pose a great challenge in the Metropolis. Between 2014 and 2016, key child survival indicators did not record significant improvement, with infant mortality rate declining from about 23.7 per 1000 live births in 2013 to 21.2 per 1000 live births in 2016. Under-five mortality also worsened, increasing from 22.8 per 1000 live births in 2014 to 24.8 per 1000 live births in 2016.



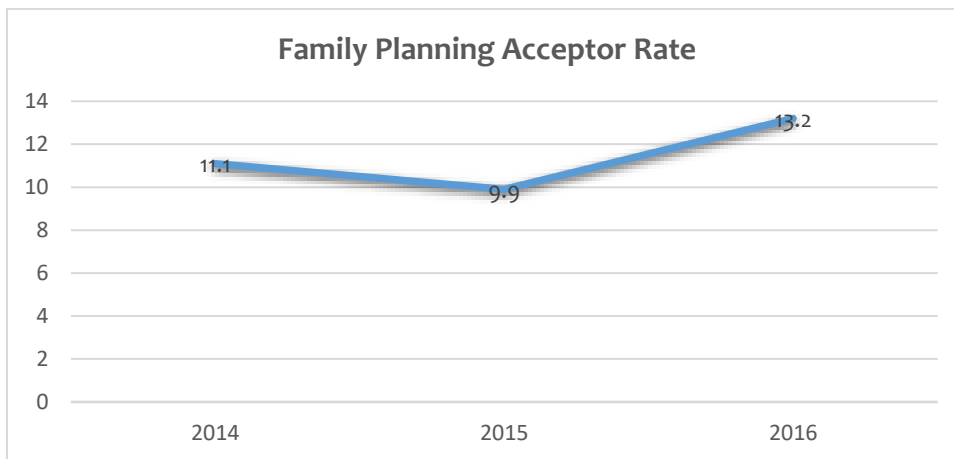
Source: Metro health directorate, Annual Report 2016



Source: Metro health directorate, Annual Report 2016

The outpatient services by the populace in the Metropolis has increased steadily from 584,081 in 2013 to 672,229 in 2015. The OPD visits have increased on account of the implementation of the National Health Insurance Scheme (NHIS), whilst the probability of reaching a health facility within 30 minutes continued to improve as a result of construction of more health facilities especially the CHPS.

Throughout the plan period, the reproductive and child health unit carried series of activities to improve the quality of life of persons of reproductive age and beyond as well as children. This includes the provision of education methods and practices to space births, limit family size and prevent unintended pregnancies.



Source: Metro health directorate, Annual Report 2016

The figure above indicates a slight increase in the family planning acceptor rate from 11.1 in 2014 to 13.2 in 2016. It is significant to note that attaining a high acceptor rate in the Metropolis has been a challenge due to various misconceptions about family planning such as increased weight, loss of sexual feeling and exposure to other diseases. There is a need to intensify education on the various methods of contraceptives to improve the acceptor rate whilst enhancing maternal health care in general.

1.2.3.3 Social Welfare and protection

The quest and risk for opportunities feature heavily in the economic life of many people in the Country. Sustainable growth in Ghana has pulled the economy from poor to middle income economy. However, many households are yet to realize the upturn because they are faced with unemployment, disability and struggle to protect themselves and their households against shocks. The poor are more vulnerable to be exposed to risks and less able to access opportunities and resources to sustain them.

To support the vulnerable and excluded in the Metropolis, the Government of Ghana introduced major social interventions to support the vulnerable and excluded. Sekondi-Takoradi Metropolis although an urban area there is still evidence of poverty in the Metropolis hence the need to access social interventions as other rural districts. The needs of the vulnerable and marginalized in the metropolis cut across many sectors, and they include children, women, persons with disabilities and the elderly.

The informal social schemes which traditionally supported the poor and vulnerable in the society are currently crowding out. The extended family system which hitherto sustained the poor and vulnerable are now eroding due to urbanization and economic crises. In view of this poor households continued to be exposed to multiple shocks without adequate opportunities to sustain them from falling deeper into poverty.

The introduction of National Health Insurance Scheme, Capitation grant, school feeding, Youth Inclusive Entrepreneurial Development Initiative for Employment [YEIDIE] and the Livelihood Empowerment against Poverty [LEAP] are significant to human development. Although there is an increasing awareness about the rights of vulnerable people, there is a need to change social attitudes towards gender, the aged and persons with any form of disability.

In spite of the introduction of the National Health Insurance Scheme which exempts indigenes and the aged from paying premium, the interventions have not achieved the desired outcomes as a result of weak institutional coordination and lack of adequate funding to support the implementation of intervention. The needs of the aged who are custodian of traditional values, experience and wealth of knowledge are gradually been neglected. The Metropolis though youthful, it is significant to create the enabling environment to enhance collaboration with the aged and the youth. There is no shelter within the metropolis where the aged could gather, refresh themselves, discuss and contribute to the Metropolitan discourse. Furthermore, there should be a pragmatic effort to integrate and provide adequate social infrastructure and protection for the aged in the Medium-long term.

Although, social intervention programmes were implemented within the Metropolis during the plan period, there were inadequate baseline data to assess and evaluate the outcome of implemented programmes. Notwithstanding, the introduction of the YEIDIE programme has empowered some youth with livelihood skills and their households have been transformed. The funds disbursed to the physically challenged has also equipped them with the needed resources to develop their livelihood and confidence to create an economic opportunity for their households.

Thematic Area: HUMAN DEVELOPMENT, PRODUCTIVITY AND EMPLOYMENT									
Policy Objective:1. Increase inclusive and equitable access to, and participation in education at all levels									
2.									
Programmes	Sub-programme	Broad project/activity	Indicators						Remarks
			Baseline (2013)	MTDP Target	ACHIEVEMENT				
					2014	2015	2016	2017	
Education	Development of school facilities	Construction of 20 No. basic schools with ancillary facilities	2	20	4	16	11		Fully implemented
		Rehabilitation of 20 No. basic schools	1	20	-	13	12		Fully Implemented
		Construction of 1 No. Library complex	0	1	-	-	1	-	Fully Implemented
		Construction of 1 No. Teachers Resource Centre	0	1	-	-	1		Fully Implemented
	Teaching and learning	Supply of text books	1948	-	897	1763	908	-	On-going
		Supply of furniture	-	400	787	566	639	-	On-going
		Conduct Mock Exams for JHS Pupils	1	4	0	0	1	1	Partially Implemented
		Support STMIE training for pupils	-	60	50	-	60		On-going

Health	Administration	Completion of Metro Health Administration block	1	1	0	1	-	-	Fully Implemented
		Completion of a 3-storey Midwifery Block-Sekondi. (2nd and 3rd floors)	1	1	-	-	1	-	Fully Implemented
	Public Health programme	Provision of 6 No CHPS		6	1	2	2	1	Fully implemented
		Embark on education campaign (IEC) on preventable diseases	-	0.2	0.46	0.77	0.34	-	On-going Although the malaria case fatality rate keeps decreasing there is still the need for sensitization programme to enhance recovery of the disease
	Reproductive Health	Intensify reproductive and child health outreach	10.9	14	11.1	9.9	13.2	On-going	

		activities and adolescent health							
	HIV/AIDS Programme	Carry out activities on HIV & AIDS Carry out activities on HIV & AIDS	3.8	3	4	2.8	3.0		On-going
Social welfare	Social Protection	Provide training for 150 Out-of-School Youth	0	150 school dropout	0	0	86		On-going The YEDIE programme enhanced the implementation of the programme
		Initiate Livelihood Empowerment Against Poverty (LEAP) programme for 100 extreme poor	0	100 beneficiaries	0	0	756 beneficiaries		Fully implemented Over 100 percentage increment in the programme due to the roll-on of the Metro unto the LEAP programme

	Capacity building for day care Attendants and proprietors	Provide training for 300 Untrained Day Care Attendants and Proprietors	106	300 day care attendants	127	190	289		Fully Implemented
	Programme for the Vulnerable and Exclusion	Provide Care and Protection for 50 abused and abandoned children	10	50 children	25	36	40		On-going
		Support 150 People with Disability (PWDs) in ICT and Vocational training	68	150 PWD	51	69	192		On-going
Gender development		Support girls in skills development	29	40 people	0	40	0	0	Fully implemented

1.2.4 INFRASTRUCTURE AND HUMAN SETTLEMENT

The plan period under review sought to improve infrastructure and human settlement which is the mainstay of economic growth. Therefore, to achieve the set objectives of improving infrastructure and human settlement in the Metropolis, a number of programs/ activities were rolled out. These include the following:

1.2.4.1 Transportation

In order to enhance the condition of existing roads in the Metropolis which contributes to ensuring functioning human settlement, a fourteen kilometer (14km) length of road was proposed to be rehabilitated. The period saw a rehabilitation of more than half of the projected kilometers of road to be rehabilitated (i.e. 7.8km). The area that saw an uplift in road including Fijai bypass, Essipon, Adiembra, Electricity road (GSTS) and Adentem-Mpatado road.

Another program to improve upon transportation for the period was an asphalt overlay of key arterials and collectors (70km) in the Metro. By the end of 2016 the length of road that had been asphalted amounted to seventy-two kilometers (72 km) exceeding the projected kilometers of seventy (70km). A 2.5km truck road to peri-urban areas in the Metropolis was also constructed during the period. Likewise, a 51.8 km access road to newly developing areas was constructed to ease movement.

There was significant change in the system also saw the upgrading of three transport terminals in Kojokrom, Kokompe and Apremdo. However, the overall expectation of roads development in the Metropolis could not be achieved due to inadequate allocation of funds from the Roads to enhance road development. The condition of roads within the metropolis are in a poor state hence the need for more allocation of funds for urban roads development especially the newly developed communities.

1.2.4.2 Energy

Maintenance of street light for the period under review was 90%. The acquiring of a hydraulic platform is a contributing factor the achievement of the level of maintenance. It is important to note that even though street light maintenance is 90%-night time visibility continues to be poor. On the other hand, electricity connectivity to rural communities was 60% during the plan period.

1.2.4.3 Community Development

In the area of community development, the plan period saw the redevelopment of a youth center at Sekondi. The components of the center seek to improve the needs of the youth and is about 70% complete. The construction of two market facilities at Sekondi and Takoradi is yet to be implemented. This is as a result of the fact that a Public Private Partnership is sought to complete the abovementioned projects. The upgrade of Apremdo and Kojokrom markets is 100% complete. This project aims at decongesting the Central Business District and also make Kojokrom market a bulk breaking center.

1.2.4.4 Slum upgrading/ Housing

Collaborating with private sector to provide housing could not be implement due to the difficulty in finding investors or groups/associations that can attract commercial loans for bankable housing projects. The same is the case of liaising with CSUF to provide Housing improvement in 4 No. slum communities because of the difficulty in finding credit-worthy communities for bankable community-driven slum upgrading projects.

1.2.4.5 Spatial and land-use planning

Preparation of Sub Metro plan for all sub-Metros was also completed during the plan period under review. The plan which span over a twenty-year period seeks to make Sekondi Sub Metro the Administration hub of the Metropolis with Takoradi been the main Commercial center, Essikado-Ketan Sub Metro on the other hand is earmarked for industrial purposes and also serve as a bulk breaking center to support the commercial function of Takoradi Sub Metro. Effia-Kwesimintsm will serve as the food basket of the Metropolis.

Street Naming and Property Addressing System which has the main objective to improve internally generated funds is one of the programs that has been undertaken during the plan period. Currently the exercise is about 85% completed with the mounting of street signage almost complete in Effia-Kwesimintsim Sub Metro and Sekondi. However, street signage in Takoradi Sub Metro was completed under the plan period.

1.2.4.5 Water and Sanitation

The construction of a ten number borehole within the Metro was fully implemented. Beneficiary communities included Whindo, AhantaAbasa, Adakope and selected schools Metro-wide. Also as regards to collaboration with Ghana Water Company Limited to extend pipelines to the newly

developed areas for the period under review was 78%. This is mainly due to the fact that connectivity to newly developed areas are upon request by consumers. Although there had been progress with the water connectivity, the quality of water is of discredit as the 'galamsey' activities in the river basin which serves as the source of drinking has been polluted hence undermines its quality and accessibility. There is the need for eco-friendlier facilities to hence the treatment of the water whilst sensitizing the communities on the need to protect the water bodies.

One hundred and fifteen [115] households out of the five hundred [500] households estimated were supported with toilet facilities under the plan period. The figure also represents about 23% of the expected households to be assisted with the facility. This initiative through the Global communities has improved on the sanitation situation in some selected communities. Although, the number of expected household to be assisted with toilet facilities could not be realized, the Assembly intends to intensify the collaboration between the Global communities and City-Wide Slum Upgrading Fund to improve on the overall public sanitary facilities in the Metropolis especially the inner cities. The link between productivity and use of public toilets must be ascertained through studies since most people in the communities have to queue for long hours early morning every day to access toilet facility thereby wasting productive hours leading to lost in productivity. In addition, due to the long queues and inconvenience associated with not having household toilet, most of the households have the tendency of resorting to open defecation.

Thematic Area:INFRASTRUCTURE AND HUMAN SETTLEMENT DEVELOPMENT

- Policy Objective:1. To develop a sustainable maintenance management system for transport infrastructure
2. To provide adequate and reliable power to meet the needs of residents
 3. To promote resilient urban infrastructure development, maintenance and provision of basic services
 4. Provide a continuing programme of community development and the construction of social facilities and services
 5. To increase access to safe, adequate and affordable shelter
 6. To upgrade existing slums and prevent the occurrence of new ones
 7. To implement integrated land use and spatial planning
 8. To accelerate the provision of affordable and safe water

	Sub-programme	Broad project/activity	Indicators						Remarks
			Baseline (2013)	MTDP Target	ACHIEVEMENT				
					2014	2015	2016	2017	
Transportation	Routine maintenance of road	Routine Maintenance of roads (Fijai bypass, Essipong, Adiembra, Electricity road (GSTS)		14km	1.1	2.5	4.2		On-going
		Asphalt overlay of key arterials and collectors (3 phases Metro wide)		70km	5	7	60		Fully implemented
	Development of urban roads	Develop all trunk roads linking the peri-urban to the urban centres (Metro wide)			-	1	1.5		On-going

	and drainage system	Construction of access roads in the newly developed areas			12.3	18	21.5		On-going
		Construction of drainage system (Metro wide)			-	0.1	0.2		On-going
	Transport Terminal	Construction of transit terminal for haulage trucks	0	1	-	-			preparatory works on-going
		Construction of 3 No. lorry station	1	3	-	-	1	2	Fully implemented
Energy	Electrification	Liaise with ECG to Connect rural communities without electricity to the national grid			20%	20%	20%		On-going 60% of the rural communities connected to the National grid
	Street lighting	Maintenance of Street Lights	0	90%	20%	20%	30%	75%	On-going at 75%
Urban Management	Community development	Construction of 1 No. 4- multi-purpose Storey car park at Takoradi	0	1	-	-	-	--	Not implemented
		Redevelopment of Sekondi Youth Centre with ancillary facilities	1	0	-	-	20%	85%	On-going at 85% level of completion

		Upgrade 2 No. market facilities (Kojokrom/Apremdo)	5	2	-	-	-	1	Apremdo market on-going at 70%, Kojokrom market yet to start
	Water and Sanitation	Construction of 10 No. borehole within the Metro	6	10	3	5	2		Fully implemented
		Collaborate with GWCL to extend pipelines to the newly developed areas	70%	90%	74%	75%	78%	-	On-going at 78%
		Assist 500 household to construct toilet facilities	37	500 households	45	30	40		On-going 115 Households assisted with toilet facilities through Global communities
	Housing	Launch the Sekondi-Takoradi housing co-operative Scheme	-		-	-	-	-	Started but abandoned
		Collaborate with private sector to provide housing			-	-	-	-	Not implemented

	Slum upgrading	Liaise with CSUF to provide Housing improvement in 4 No. slum communities	0	4 communities	-	-	-	-	Not implemented
		Preparation of Local Plans for all sub-metros	0	4	-	-	-	4	Fully implemented
		Implementation and enforcement of planning scheme	-	2	2	1	-	-	Fully implemented
		Street Naming and Property Addressing System	212	19,905	-	-	919	538	On-going

1.2.5 TRANSPARENT, RESPONSIVE AND ACCOUNTABLE GOVERNANCE

The goal under good governance was to strengthen and develop the administrative and financial capacity of the Assembly towards higher performance and stronger public partnership system. The broad goal of transparent and accountable governance is to empower state and non-state bodies to participate in the national development process and collaborate effectively to achieve national development goals and objectives. The collaborative process is to ensure that political, economic and administrative authority is exercised in a manner that ensures that public resources are managed efficiently and with integrity in response to the problems and critical needs of the people. Good governance also places emphasis on the principles and tenets of transparency and accountability in the exercise of political, economic and administrative authority for ensuring peace, stability and national cohesion.

The 2014-2017 Plan sought to strengthen the sub-structures by inaugurating all the sub-metros and saw the effective functioning of the Unit Committees. Regular General Assembly and Sub-Metro Council meetings were held within the Medium Term and deliberations carried out in a frank and democratic environment.

Thematic Area: **TRANSPARENT, RESPONSIVE AND ACCOUNTABLE GOVERNANCE**

Policy objective: 1. Ensure efficient internal revenue generation and transparency in local resource management

2. Ensure effective implementation of the Local Government Service Act

3. Improve accessibility and use of existing database for policy formulation, analysis and decision-making

Programs	Sub-program	Broad project/activity	Indicators						Remarks
			Baseline (2013)	MTDP Target	Achievement				
					2014	2015	2016	2017	
Fiscal enhancement	Revenue enhancement	Up-date of capacity in Revenue mobilization	13,350,462.93	16,688,078.67	4,762,737.27	10,795,513.64	18,186,787.13	22,499,155.62	Fully implemented
		Implementation of the Revenue Improvement Action Plan (RIAP)	4	4	1	1	1	1	Fully implemented

Local Governance	Sub-structure	Construction of Fence Wall at STMA Main Office	85% completion	100% completed	0%	0%	100% completed	-	Fully implemented
		Completion of Takoradi Sub-Metro Office	80% completion	100% completed	84%	84%	84%	80%	Suspended (Yet to be awarded)
		Renovation works at MCD's Bungalow at Ridge-Sekondi	45% completion	100% completed	100%	-	-	-	Fully implemented
	Completion and renovation works at MPO's residence at West Ridge-Sekondi	60% completion	100% completed	100%	-	-	-	Fully implemented	

		Review/Preparation of the Assembly's Bye-Laws	Submit second draft to stake holders for input	Assembly bye-laws reviewed and prepared	-	-	Consultant procured	Assembly bye-laws reviewed and prepared	Fully implemented
	Database management	Registration of marriage	16,000	18,675	1,495	2,958	5,076	5,865	Ongoing
		Registration of divorce			4	4	9	11	Ongoing
		Upgrade the Internet Connectivity and the Website of STMA.	35 updates	48 updates	12	12	12	7	Ongoing
Public Participation	Town hall meetings	Public Education & Sensitization/ Organize stakeholders forum (Town	8	12	4	3	4	1	Fully implemented

		Hall) within each sub Metro Quarterly							
Planning, Monitoring and Evaluation	Planning system	Implementation of Operation and Maintenance plan	4	4	1	1	1	1	Fully implemented
		Preparation of 2014-2017 Medium Term Development Plan	2010-2013 MTDP	2014-2017 MTDP	100%	-	-	-	Fully implemented
		Organize Quarterly MPCU meeting	16	16	4	8	12	14	Ongoing
	Monitoring and Evaluation	Monitoring and supervision of	120	144	36	36	36	18	Ongoing

		Projects and Programs							
	Reporting	Preparation of monthly financial accounts	48	48	12	24	36	39	Ongoing
	Capacity support	Provide counterpart funding for Donor Projects/contingency fund(GUMPP)	GHC 1,750,000.00	GHC 2,085,400.00	0	0	21,000.00	0	On-going
		Consultancy for Environmental and social safeguards for sub project on construction		100%	100%	-	-	-	Fully implemented

		of fish smoking/processing facility							
		Consultancy services management: Capacity support fund (LGCSP) for enhancement of Revenue, Update Asset	100%	100%	100%	-	-	-	Fully implemented
		Procurement of services of Transactional Advisor to assist STMA to explore potential projects that	-			-	-	-	On-going

		can be funded under Public-Private Partnership (PPP)							
	Capacity building for staff	Training and Workshop	50	80	25	17	31	15	Fully implemented
	Logistic Support	Purchase of office Equipment(computers ,laptops, office furniture)	3000	3500	1226	203	478	315	Ongoing

1.2.5.2 REVENUE AND EXPENDITURE PERFORMANCE 2014-2017

PERSONNEL EMOLUMENTS (Wages and salaries)					
YEAR	REQUESTED AS PLANNED (A)	RELEASED (B)	DEVIATION (A-B)	ACTUAL EXPENDITURE (C)	VARIANCE (C-B)
2014	5,400640.00	5,470145.32	69,505.32	5,470145.32	Nil
2015	5,280,000.00	5,275,983.53	-4,016.47	5,275,983.53	Nil
2016	6,194,000.00	5,608,211.24	-585,788.76	5,608,211.24	Nil
2017(July)	6,194,000.00	3,869,906.51	-2324,093.49	3,869,906.51	Nil
CAPITAL EXPENDITURE/ ASSETS					
YEAR	REQUESTED AS PLANNED (A)	RELEASED (B)	DEVIATION (A-B)	ACTUAL EXPENDITURE (C)	VARIANCE (C-B)
2014	7,045,518.00	7,028,784.16	16,733.84	7,028,784.16	Nil
2015	7,866,000.00	7,725,798.98	140,201.02	7,725,798.98	Nil
2016	9,506,405.00	8,750,566.79	755,838.21	8,750,566.79	Nil
2017(July)	8,057,245.00	1,278,554.11	6,778,690.89	1,278,554.11	Nil
GOODS AND SERVICES					
YEAR	REQUESTED AS PLANNED (A)	RELEASED (B)	DEVIATION (A-B)	ACTUAL EXPENDITURE (C)	VARIANCE (C-B)
2014	5,561,100	5,111,602.75	449,497.25	5,111,602.75	Nil
2015	6,820,600.00	6,330,638.80	489,961.2	6,330,638.80	Nil
2016	7,464,000.00	7,031,746.25	432,253.75	7,031,746.25	Nil
2017(July)	7,333,523.00	4,041,493.88	3,292,029.12	4,041,493.88	Nil

All sources of financial resources for Sekondi-Takoradi Metropolitan Assembly

SOURCES	2014 GHS			2015 GHS			2016 GHS			2017 GHS		
	Planned	Actual received	Variance	Planned	Actual received	Variance	Planned	Actual received	Variance	Planned	Actual received	Variance
GoG	190,000	200902.16	10,902.16	50,000	19238.82	-30,761.18	244,405.00	86,631.15	-157,773.85	244,405.00	10,000.00	-234,405
IGF	4,784,800	4,762737.27	22,062.73	6146600.00	6032776.37	-113,823.63	7,370,522.00	7,391,273.49	20,751.49	7,975,115.62	4,312,368.49	-3,662,747.13
DACF	3,696,223.74	1294641.43	9,250,417.69	4,608,736.00	2,561,899.81	-2,046,836.19	4754656.20	3747367.68	-1,007,288.52	5,500,000	639269.89	-4,860,730.11
MPCF	400,000	378,400.10	-21,599.9	1,200,000	1078355.62	-121,644.38	1,000,000	1108908.99	108,908.99	1,000,000	114425.90	-885,574.1

DDF	899,887 .00	1034310. 99	134,423.9 9	1,164,0 00	674,402 .00	-489,598. 9	1,290,0 00.00	-	- 1,290,00 0.00	1,926,78 9.84	Nil	- 1926789.84
UDG	3,252,25 0.00	2732856. 40	-519,393.6 9	4,000, 000.00	3058782 .82	- 941,217.18	6,900, 000.00	6,953,9 52.78	53,952.7 8	7,997,80 4.00	3,689,965.3 2	- 4,307,838.6 8
School feedin g progra m	1,092,47 5.00	862,041. 50	-230,433. 50	-	-	-	-	-	-	-	-	-
GUMP P	4572476	3613595. 92	- 958,880.0 8	4,100,0 00.00	3,49413 7.19	- 605,862. 81	7,350,2 00	3,9090 54.41	-3,441, 145.59	6,299,62 5.54	Nil	- 6,299,625.5 4

1.2.6 KEY CHALLENGES ENCOUNTERED DURING THE PLAN IMPLEMENTATION

During the period under review, the Assembly was faced with funding challenges in the implementation of projects and programs to promote transparent, responsive and accountable governance. Delay in the release of District Assembly Common Funds (DACF) and inadequate revenue generated from the Internally Generated Funds (IGF) was a major cause to the slow pace particularly in the year 2014 where the lowest IGF was recorded.

Inadequate logistic support for monitoring and evaluation exercise to undertake project implementation.

Other challenges were encountered during the implementation of the Revenue Improvement Action Plan (RIAP). These were;

- Improper identification of some properties due to poor street and house identification within some communities
- Low rates on basic rates, therefore unattractive for collection
- Lack of logistics for revenue collection
- Unwillingness of market women to pay toll
- Inadequate database on all businesses operating within STMA
- Ineffective distribution of bills as a result of difficulties in business location
- Poor Enforcement of bye-laws

Staff training programs within the period was also challenged by inadequate funds for undertaking programs.

The Assembly encountered difficulties during the preparation of the 2014-2017 Medium Term Development Plans (MTDP). Information from stakeholders were not released on time which made data collection exercise difficult. In addition, there was inadequate logistic support for the data collection.

1.2.7 LESSONS LEARNT

- Increased engagement of citizens in local governance issues through capacity building (SPEFA) and platforms to seek clarifications and share opinions (Town Hall meetings) has led to increased interest in local governance issues and functions of the Assembly.
- The projects were completed to a high standard, with facilities, training and institutional support significantly contributing to equal sub metro distribution of projects access.

These achievements notwithstanding, there are several implementation issues with cost and efficiency implications that require strengthening.

- The need to strengthen and improve upon both the regularity and quality of project supervision with missions comprising teams with relevant competencies and expertise to encourage on-going organizational learning.
- Follow-up actions are an important dimension of project implementation dialogue that facilitate communication, prompt remedial actions, and reduces delays.
- The need to carry out extensive site assessments as well as other context specific building requirements prior to project implementation.
- The failure to take account of the views of beneficiary groups and stakeholders, even if no material input is expected of them in project implementation, can create eventual problems of participation and contribution to the upkeep of project facilities.
- improved collaboration between CSOs and the Assembly has led to positive interactions and mitigation of mistrust and resulted in achieving results together.

1.3 METRO PROFILE

In 1930 the Sekondi Town Council was created to administer the development of the area under the 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 ShamaAhanta 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.

1.3.1 Institutional capacity needs

The realization of an effective and efficient implementation of development programmes and the delivery of quality public goods and services can be highly influenced by the capacity of the Metropolitan Planning and Coordinating Unit Committee of the Metropolitan Assembly to develop and implement the Medium-Term Development Plan. There is therefore the need to assess the capacity of the metropolis to identify the availability of requisite funds, material resources and appropriate human resource. Among other things, it evaluates the status, conditions, needs and capacity in the Metropolis.

The Assembly has a high caliber of core staff who have relatively high capacity in management, financial planning, procurement, project management and other planning functions. The MPCU comprise of experienced and skillful seasoned Officers who have knowledge in their relevant fields of endeavor. The MPCU secretariat has one (1) Pickup for its operations including the monitoring of projects and relevant office equipment required for effective office operations.

1.3.1.1 MPCU Capacity and Management Index

Indicators	Indicator Average
1. Qualifications of personnel	9
2. Staff Compliment	10
3. M&E Skills & Knowledge	8.5
4. Availability of Funds	6.5
5. Utilization of Funds	7
6. Timely Access to Funds	6.5
7. Leadership	9.5
8. Management	8.5

9. Workload	8.5
10. Motivation/ Incentives	6.5
11. Equipment/ Facilities	9.5
Total Score	90
Average Indicator 90/11	8.2

The Management capacity index indicates a high performance of 8.2. This implies that if the Assembly is able to improve on its revenue mobilization and provide staff with the requisite funds and a little motivation then the Assembly would be in a better position to ensure effective implementation of development programmes outlined in the MTDP 2018-2021.

1.3.2 Physical and Natural Environment

The total land area of STMA is 192 kilometers square; it is bordered to the North by Mpohor district, Shama district to the east, Ahanta West district to the west and south by the Gulf of Guinea. STMA is located on coordinates 04°55' 00" N and 01°46'00" W. It is also located on the west coast of Accra about 280 Km and 130km east from La Cote D'Ivoire. Sekondi is the administrative capital of the Metropolitan area and the Regional administration is also located in Sekondi. Accessibility is the key to development in any country and with its physical environment such as the closeness to the sea, airport and railways, STMA is strategically located and as a city there is the need to take advantage to enhance development through local economic development as it serves as a big market for informal activities such as trade and commerce.

Currently, the harbour expansion project at Takoradi and the development of container terminal has improved on the shipping and forwarding activities within the Metropolis. Although, the railway lines from Kojokrom to the port had been developed in recent times, there is still the need to develop the internal railway systems linking the peri-urban centers to the city centre. In addition, the development of a tram system in the central business center will be significant in addressing the traffic and congestion situation in the city thereby accelerating growth and development in the metropolitan area. Figure 1.0 and 1.1 present STMA in National and Regional Context respectively.

Issues

- ❖ Strategic location for investment opportunities
- ❖ Low capacity of the Takoradi Harbour
- ❖ Large market for commerce

- ❖ deterioration of the railway lines
- ❖ Low capacity of the air airport
- ❖ Inadequate ancillary services at the air airport

1.3.2.1 *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.

Issues

- Favorable weather condition for aquaculture and crop production
- Tourist attraction
- Severe rainfall pattern
- The coastal area is low lying and below sea level which results in frequent flooding
- Open drains
- Dumping of refuse in waterways

1.3.2.2 *Vegetation*

The vegetation is generally made up of mixed thickets and mangroves at the coastal section of the metropolis. The northern part of the metropolis is made up of mainly woodland. Studies from the rapid biodiversity indicates that, the natural vegetation around the Butre lagoon is about 44.4% which consists of mainly mangroves and some scattered patches of reefs. The bulk of the biodiversity of Essei is largely based on flora than fauna, while that of Butre is largely based on fauna than flora. However, the natural vegetation in the metropolis has largely been degraded as a result of slash and burn farming practices and other human-related activities. In addition, there has been the harvesting of mangroves by households along the river banks for household fuel activities and trading. This menace is being

prevented in collaboration with the Friends of the Nation through advocacy and educational programmes on the importance of mangroves.

The restoration of mangroves is critical to today's sustainable development as catalyst to reduce global warming. Mangroves in the metropolis serve as fishing nurseries for fishery development and the prevention of sea erosion in coastal areas. In view of this, it is essential for the metropolis to commit more resources to protect the natural vegetation of the metropolis to generate the needed resources for job creation and development in the metropolis. Figure 1.3 shows the vegetation map of STMA

Issues

- ❖ Depletion of mangroves
- ❖ Poor farming practices
- ❖ High significance of biodiversity
- ❖ Restoration of mangroves
- ❖ Nursery ground for fishery development
- ❖ Mangroves helps to reduce the impact of sea-level rise
- ❖ Tree planting
- ❖ Establishing of bye laws to protect vegetation

1.3.2.3 Topography and Drainage

The landscape of the Metropolis varies from one point to another. 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. In addition to these basins is a minor river basin at Ngyiresia. The Whin and Kansawura River basins are located in Takoradi while the Buiwen and Pokuantra are located in Sekondi. The Anankwari River, which is located to the east of the Metropolis, runsthrough the village of Eshiem. The areal 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). It is however, be noted that some portions of the wetlands have been developed in places such as west of Essei lagoon and behind the EffiaNkwanta Hospital. Although wetlands are not waste lands most of the populace has limited knowledge on the importance of wetlands and in areas of reclamation most developers reclaim wetlands without the appropriate engineering works and designs. This intends leads to flooding during heavy downpour of rains in the

Metropolis.

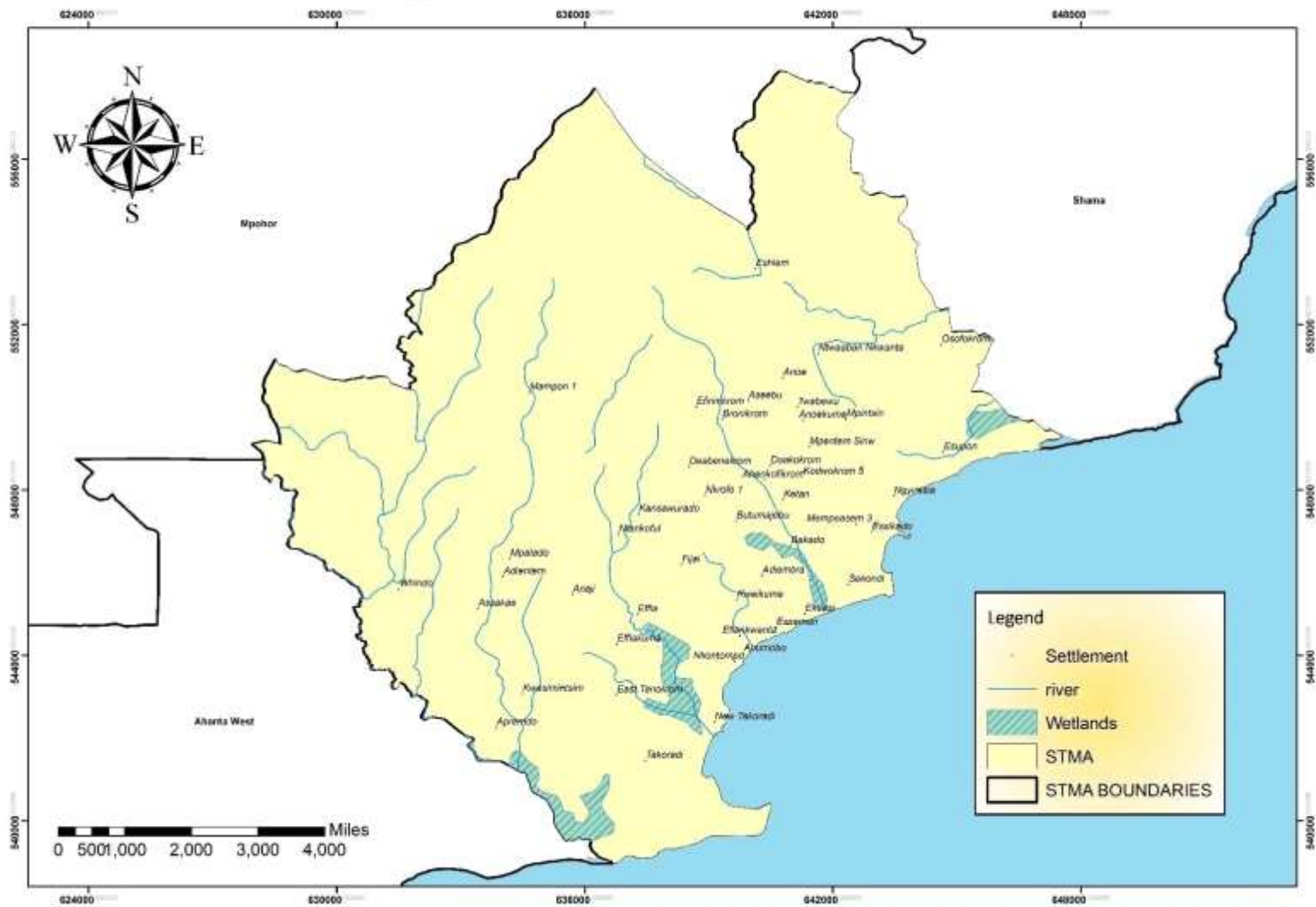
Some areas in the drainage basins are exposed to flooding due to several factors which include increase urbanization, filling of existing waterways and low-lying areas, illegal construction of buildings in waterways, reduction in flow capacity of channels due to siltation, overgrown-vegetation and accumulation of solid waste, and general lack of maintenance of the drainage infrastructure.

There is the need to develop Special Management Plans for the Whin estuary for development of ecotourism which will be relevant for conservation purposes of the primeval environment of the estuary and to also generate some income for the local people. There is the need to set up protected areas around most of the drainage basin especially the Essei. Figure below shows the drainage map of STMA.

Issues

- Increase in urbanization
- Filling of existing waterways
- Siltation leading to limited capacity of flow
- Overgrown vegetation in storm drains
- Develop ecotourism to generate income opportunities for the local
- Inadequate maintenance of drain infrastructure
- Inadequate architectural designs to conform to the topography
- Aesthetic view of the metropolis

DRAINAGE_ SEKONDI-TAKORADI METROPOLITAN ASSEMBLY



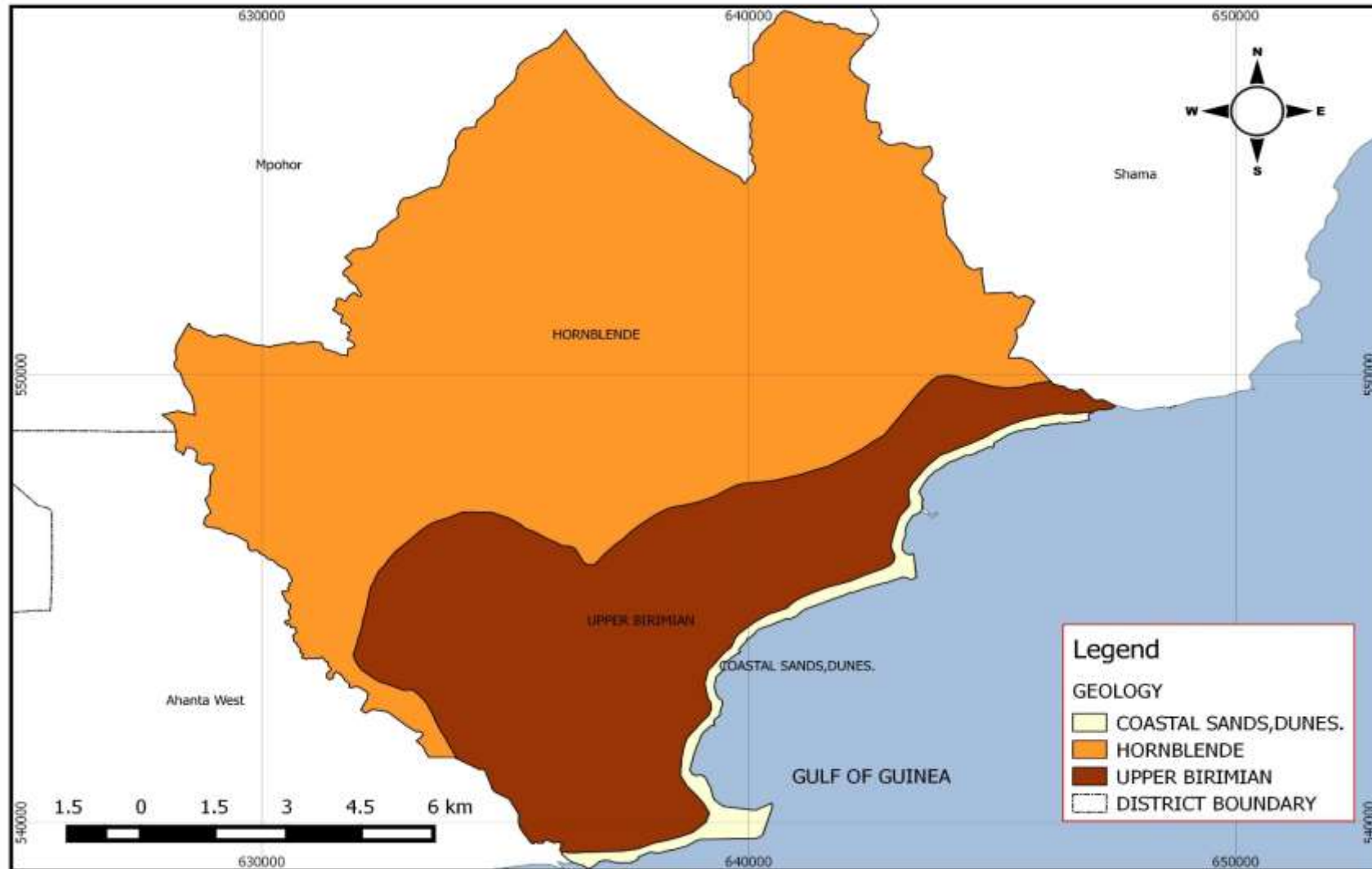
1.3.2.4 Geology

Geologically, shales and sandstones are the major rock types in STMA. These rocks are found on hard basement of granites, gneiss and schists. The land form of the coastline has been influenced by the faulting system. The water table is high and a relatively high salt content on ground water. This situation calls for adequate soil investigation before embarking on major infrastructural 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 for mining of the stones for construction purposes. The situation has resulted in 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.

Issues

- Encroachment of land
- Creation of buffer
- Stone mining
- Soil testing before development
- Expensive to cultivate

SEKONDI-TAKORADI METRO - GEOLOGY



1.3.3 Biodiversity, climate change, green economy and environment

Biodiversity simply deals with the variety of life. It looks at the number of species in an ecosystem. Biodiversity determines the richness of any ecosystem and determines the recovery rate of an ecosystem after any shock such as bush fires. The resilience of an ecosystem is determined by how rich that ecosystem is in terms of biodiversity. Greater biodiversity ensures natural sustainability for all life forms and hence very important for the very existence of human beings. Biodiversity provide man with some essential services grouped into supportive, regulatory, social or cultural and provisionary services. Biodiversity depletion and degradation will add up to global warming and further climate change. The increasing rate of depletion of ecosystem has been of great concern and hence will rob the earth of its capital if the use of the ecosystem is not monitored and regulated. Many nations are therefore working toward a green economy where the activities of human are undertaken in such way that the environmental footprint will be minimal.

The Sekondi-Takoradi Metropolitan Assembly's vegetation comprises the mangrove vegetation located at the southern part of the metropolis, savanna woodland at the middle belt of the region and the tropical rain forest at the northern part of the metropolis. About 90% of the land area of the metropolis is the built environment while only 10% is for agriculture. This is because the metropolis is an urban area. However, the 10% natural environment is undergoing serious transformation due to the increasing population leading to urban sprawl and cultivation of virgin lands. Although 90% of the area is the built environment, there still exist some areas where there exists the natural ecosystem. These areas include the areas around the Butre and Essei lagoons and the Monkey Eco-Conservation site. The natural vegetation around Butre consist mainly mangroves and some scattered patches of reef. Whereas the biodiversity of Butre is largely based on fauna (animals) than flora (Plants), the biodiversity of Essei is mainly based on flora than fauna.

There is rapid degradation of the natural capital in the metropolis due to the bad farming practices, increasing demand for housing as a result of increased population and other human activities. Also mangrove depletion is on the increase in the metropolis. This is as the result of extraction of fuel by residents who live by water bodies. There is the need for a green economy in the metropolis. Therefore, there is a call on the Environmental Protection Agency, the existing Friends of the Nations and other interest groups to embark on massive public education to sensitize the whole populace on the need to protect the natural ecosystem and the use of the natural capital on a sustainable basis

without exceeding their rate of regeneration. The metropolis can also embark on a tree planting program through its sub-district structures. Also laws protecting the environment should be enforced to help preserve the biodiversity of the metropolis. Also alternative fuel sources should be identified and considered instead of relying solely on wood fuel for domestic purposes. The solar energy and biogas can be developed in the metropolis to reduce the pressure on the environment in the quest for fuel. Also residents should be encouraged to build sky rise buildings instead of the lateral development. When this intensive way of building is undertaken, there will be a reduction in the destruction of natural environment as population increases and the demand of housing increases.

Environmental Sustainability is essential to the growth and development of any country. Ensuring environmental development involves implementing major conservation and eco-friendly activities. Climate change is view as one of the most significant long-term development risks of the 21st century (World Bank, 2010). There is high level of deforestation in the country. The change in forest cover: between 1990 and 2000, Ghana lost an average of 135,400 hectares of forest per year. The average annual deforestation rate is 1.82%. Between 2000 and 2005, the rate of forest change increased by 4.2% to 1.89% per annum (Ghana Web, 2015). The vegetation cover of Sekondi-Takoradi is about 31%. In recent times, it is declining fourfold rapidly (2009-2014) than previously (1986-2001). The tree stock in Sekondi-Takoradi is depreciating over time. The rate of deforestation does not conform to the level of afforestation. Western Region and particularly the Sekondi-Takoradi metropolis is noted to be one of the regions with the highest level of forest and greenery as well as mangroves, (USAID, 2016 Report). However, over the years, the levels have decreased tremendously. These are due to poor monitoring activities, poor management of the coastal areas, and inadequate knowledge on the relevance of mangroves to the environment.

Issues

- ❖ Significance of biodiversity
- ❖ Reducing biodiversity
- ❖ Poor farming practices
- ❖ Increasing population causing depletion
- ❖ Depletion of mangroves
- ❖ Restoration of biodiversity
- ❖ Public sensitization
- ❖ Tree planting
- ❖ Enforcing laws governing environment

- ❖ Urban forest management through the planting of mangroves, pocket parks and trees in Sekondi-Takoradi Metropolis
- ❖ Alternative fuel sources
- ❖ Intensification building
- ❖ Inadequate institutional capacity to access global funds
- ❖ Vulnerability to climate change
- ❖ Encroachment of wetlands

1.3.4 Water security

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 head works 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 head works 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 pipe lines have been laid to presently serve more than 70% of the city. GWCL estimates that 160 km of additional pipe lines 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 source as uncovered wells.

1.3.4.1 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 yard well (covered), public well (covered), borehole and public taps whereas the non-potable sources include: in 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. The availability of potable water in the Sub-metros is presented in the table below.

Sources of Potable Water in the Metropolis

Potable Sources	Effia-Kwesimintsim	Takoradi	Sekondi	Essikado-Ketan	Total
In house Tap	22.8	45.2	29.6	19.7	29.26
In yard Tap	7.6	29	14.8	10.8	15.51
Public Tap	53.7	25.6	52.5	67.4	49.63
In yard well (covered)	6.3	1.2	0.7	1.5	2.42
Public Well (covered)	7.3	0	2.3	0.32	2.47
Borehole	2.3	0	0	0.32	0.65
Total	100	100	100	100	100

1.3.5 Natural and man-made disasters

Disaster is any occurrence that causes damage, ecological disruption, loss of human life, deterioration of health and health services. Any of such occurrences which are caused by nature are termed natural disasters whilst those caused by human actions are known as man-made disasters. 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 explosion, 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 natural, there is the possibility tidal and coastal erosion occurring along the coastline of the Metropolis. In view of this, there is the need to put in place a disaster management plan for the city as to how the city may response to such disaster if it occurs.

The Sekondi-Takoradi Metropolitan Assembly has the high possibility of encountering man-made disasters which include landslide, oil/chemical spillage, disease epidemic, flood, fire and the collapse of buildings. There exist oil and gas factory 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 uses gas for cooking.

In addition, the City is likely to experienced major disaster 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 which is the main source of water to the metropolis. When this happens it would have 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 as a result 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 taken care of diseases such to curtail diseases such cholera and typhoid.

Another threats 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 water-ways to block the freely 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.

Also 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 are 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.

Issues

- ❖ Enforcement of the bye-laws
- ❖ Strict monitoring and compliance of property owners towards Disaster Management Plan
- ❖ Capacity-building of workers of NADMO
- ❖ Preparation of Disaster Management Plan

1.3.6 Natural resource utilization

The natural resources in the metropolis are used for both domestic and industrial purposes. These resources include water, land (soil), forest etc., the ways in which these resources are utilized has great impact on the overall development of the metropolis. Efficient utilization will help in the development of the metropolis while the inefficient utilization will decrease the development level of the metropolis.

1.3.6.1 Water Resource Utilization

Most of the water used in the metropolis is from the underground sources. A few people in the metropolis harvest rainwater for their household activities. However, most farmers rely on rains to undertake their agricultural activities. A few of farmers have access to irrigational facilities in the metropolis. It is important to note that the metropolitan assembly still has no single irrigational system for agricultural purposes. This has made the urban agriculture to be rain fed. There are nine (9) sources of water for domestic and industrial activities. They include in house tap, in yard tap, in yard well (covered), public well (covered), borehole, public taps, in yard well (not covered), surface water, and public well (not covered). The first six (6) sources are the potable sources while the later three are non-potable sources.

The metropolis is fortunate to be bordered by the sea in the south. The sea serves as fishing grounds for fishermen in the metropolis. Also beaches are developed for recreational purposes. The sea also provide breeze which helps in the cooling of the land during sunny days. This helps reduce the harmful effects of high temperatures on human and the ecosystem. It is worth knowing that most of the water used by the metropolis is mainly extracted from underground water in the form of boreholes, wells and taps. This has put more pressure on underground water and hence if not checked will lead to lowering of the water table due to excessive extraction. The metropolis should therefore develop a rain harvest system considering the heavy rainfall in the metropolis. This system can be used to supply water for domestic activities are reduce the pressure on underground water.

1.3.6.2 Land Resource Utilization

The metropolis practice 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 the high demand for land in the metropolis and the urgent need to make an intensive use of the existing land. The 10% of the land area in the metropolis is used for urban agriculture. This portion is located at 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.

1.3.6.3 Forest Resource Utilization

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 that, the mangroves located around the Essei and Butua lagoons and the Whin Estuary also helps in monitoring coastline erosion. The metropolis will soon lack forest resource considering the deforestation rate and the encroachment of the Monkey Hill Conservation Forest. Therefore, the forest Commission should enforce laws governing forest in the metropolis and sensitize the public on the importance of forest. The Sekondi-Takoradi Metropolitan Assembly can boast of a few natural resources, however, these resources will be of no use if they are not utilized in an effective way. Therefore, the managers of the metropolis should abhor any form of behavior that will cause the inefficient utilization of the existing natural resources by establishing by-laws to govern the natural resource in the metropolis.

1.3.7 POPULATION DYNAMICS

1.3.7.1 Population Projection (2018-2021)

It is projected that the population of the Metropolis, with a growth rate of 3.2 percent, would increase from 700,034 in 2017 to 795,626 by 2021. This trend is shown in the table below per each sub-metro.

Medium Term Population Projection (2018– 2021)

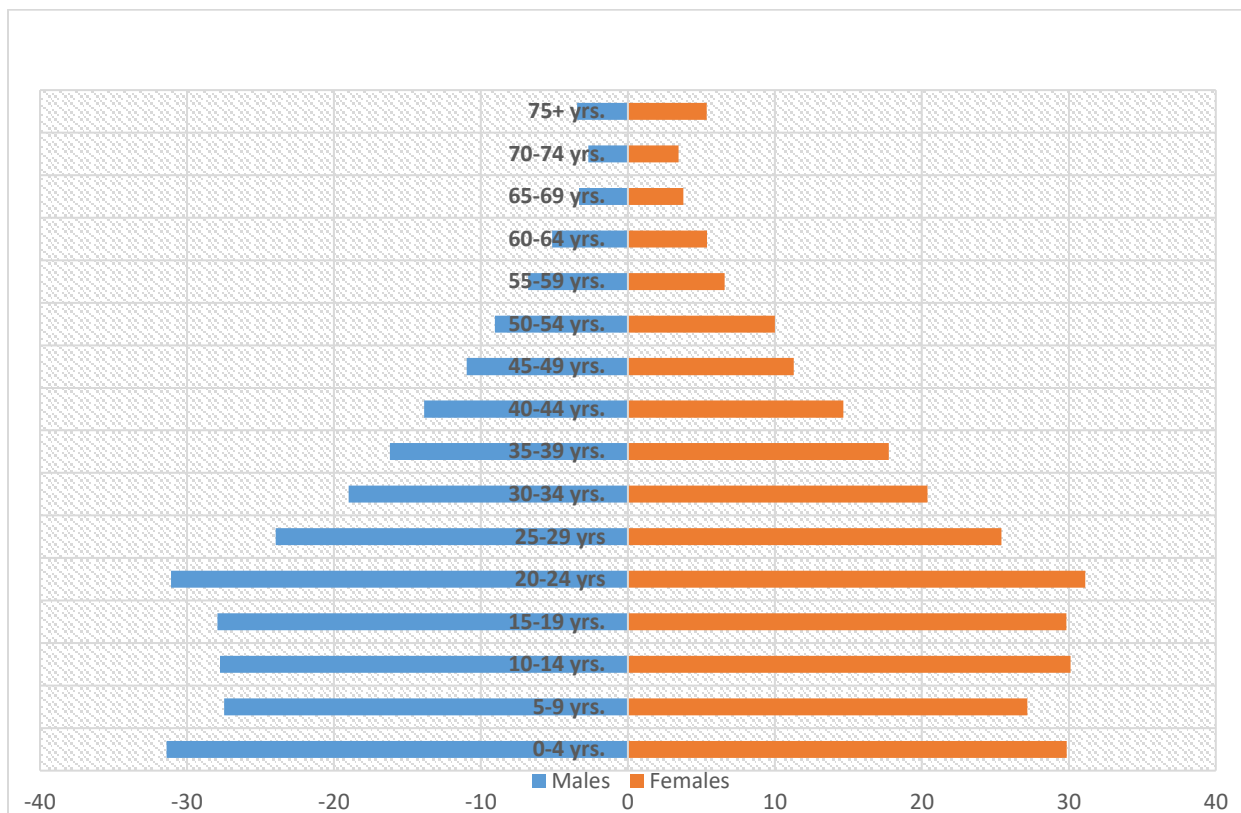
Sub-Metro	2018	2019	2020	2021
Effia-Kwesimintsim	300,484	310,255	320,343	330,760
Takoradi	125,755	129,844	134,066	138,426
Sekondi	90,889	93,844	96,896	100,047
Essikado-Ketan	205,670	212,358	219,264	226,393
Metro Population	722,798	746,301	770,569	795,626

There would be the need to put in place socio-economic infrastructural programmes such as increasing the road networks, provision of more educational facilities, health facilities, improvement in the water and sewerage systems, provision of mechanized collection of waste for effective management and also modernization of agriculture to engage more youth in urban agriculture and aquaculture to support food security in order to decrease the cost of living in the Metropolis.

1.3.7.2 Population structure (Age–Sex Distribution)

A population pyramid is a graphical representation of the age-sex composition of a population. The levels of fertility, mortality, migration and coverage determines its shape. The figure below depicts a broad base which is determined by the level of fertility, since more women in their reproductive age are given birth without an appropriate family planning methods to control birth and space out their children. The chart shows that the Metropolis has a youthful population with the concentration in age group 0-4 and 20- 24 years. The age structure of the Metropolis is relatively youthful. The Age-Sex structure of the Metropolis is broad based, comprising of concentration of children at younger ages. The percentage in higher ages reduces gradually in subsequent age groups with a small number of elderly and more females than males at advanced years.

The metropolis is about to experience demographic dividends hence the need for policy makers to invest more in developing the human resource through an integrated educational system where technical and vocational skills of the youth are developed with a pragmatic scheme.



1.3.7.2.1 Age–Sex Distribution

As shown in the table below, 44.8% of the population is below the age of 14 with 51.9% between 15 and 64 while those above 65 are only 3.3%.

Age/Sex Distribution (Estimated 2017 projected population)

AGE-COHORT	MALE	FEMALE	TOTAL	% OF TOTAL POPULATION
TOTAL	342,317	357,717	700,034	100
0-14	153,359	160,257	313,616	44.8
15-64	177,662	185,655	363,317	51.9
65+	11,296	11,805	23,101	3.3

The population of the Metro is quite youthful with large proportion of the population (51.9%) in the working age. A programme to develop the human resource base will be required with particular emphasis on the provision of educational facilities for those between 0 – 14. With about 51.9% of the population with the age cohort of (15 -64) years comprise of the work force indicates the need for industrializing the economy of the city by providing technical and vocational training for establishment of self-help jobs and creation of the enabling environment for more job avenues to cater for the

unemployed in the Metropolis especially the females to manage the population of the Metropolis. Recreational and specialized facilities to cater for the dependency age group which consists of 48.1% (0-14, 65+) should be persuade. The provision of educational and health infrastructure would need to be increased to ease pressure on the existing ones and also increase enrolment of pupils.

1.3.7.2.2 Sex ratio

Sex ratio of a population is the number of males per 100 females. The Metropolis sex ratio is 95.6 percent which means that for every 100 females in the Metropolis, there are about 96 males. The proportion of the male population (48.9 %) is lower than females (51.1%). The population of the Metropolis constitutes 23.5 percent of the region's population. The percentage of the population in urban areas is 53.3 percent while 1.6 percent is in rural areas. The sex ratio for the Metropolis is 95.6 and that of urban and rural areas are 95.5 and 97.4 respectively (Population and Housing Census, 2010). The sex distributions of the Metro differ slightly from the regional figure of 50.00% and 49.99% for female and male respectively.

1.3.7.2.3 Dependency Ratio

The age-dependency ratio is an indicator that measures the welfare of the people thus countries with high age dependency ratios usually show signs of low standard of living. The labour force of the Metro constitutes 63.2% of the entire population. The age-dependency ratio for the Metropolis is 58.2, which means, that for every 100 population of the working group (15-64), there are about 58 dependents (0-14 and 65+) to cater for. The table below shows that, there are more children (51.7) who depend on the working population than those in the old age group (6.6).

This figure may however be misleading since there are people within the active age group who are unemployed. A lot more are students while some are merely unpaid family labour and apprentices. The reality is that the economic dependency rate is higher. There is therefore the need to develop productive programmes to cater for the looming high unemployment segment. This requires the need for the Assembly to create employment opportunities for the unemployed youth by providing them with technical and vocational skills training.

1.3.8 Migration (Emigration and Immigration)

Migration is the movement of people from one place to another with the intention of settling temporarily or permanently in the new location. It involves traveling long or short distances from one

region or country to another region or country. People migrate every day in Ghana to other countries; some also migrate from one region to another, for example, from the Northern Region to the Western Region and this is one of the factors that influences population growth a particular point in time.

With regards to the metropolis the highest proportion (29.5%) of the migrants has lived there for 1-4 years. The lowest proportion (15.9%) has lived there for less than 1 year. The concentration of the migrants who have lived in the Metropolis between less than one year and 1-4 years could be attributed to the oil find in the region. For those who migrated from other regions in Ghana to live in the Sekondi-Takoradi Metropolis for 20 years and above, Central Region dominate with 27.7 percent followed by northern (26.8%), and Upper West and Upper East with 26.4 percent and 25.4 percent respectively, with the least (13.9%) coming from outside Ghana. Generally, migrants from Central region are the majority (59,314 people i.e. 23.9%) of migrants to Western region if we consider migrants from other regions to Sekondi-Takoradi Metropolis which could be due to the closeness of the region to the Metropolis.

There are so many different reasons why people migrate. These reasons can be economic (moving to find work or follow a particular career path), social (moving somewhere else for a better quality of life or to be closer to family or friends), political (moving to escape political oppression or war), or environmental (people escaping areas that may be prone to natural disasters such as flooding, earthquakes or hurricanes). Some people choose to migrate whereas others are forced to do so.

The reasons why people leave an area may be due to the push factors; these include the lack of employment opportunities and services at the area, some may not feel safe in their original place due to high crime rate or war, among other push factors. On the other hand, some of these people move to a particular place because there is a higher employment rate and better services provided there, a safer atmosphere, lower risk of natural hazards, and so on, thus the pull factors. It is usually the males who migrate from the Metropolis and sometimes the country and are joined later by their families, in search for better job opportunities in Accra, Kumasi, Libya, some parts of Asia, USA and some European nations. The discovery of the oil in Sekondi-Takoradi has also definitely brought new foreign migrants, usually investors, to our region.

Migration definitely has its merits and its demerits on the Metro. On the positive side, it continues to contribute to the socio-economic and physical development of the country and this Metropolis as well. Those who migrate tend to learn more about the culture of the new place they move to and they also teach them some of theirs. In addition, when more people migrate from the Metropolis and the country, that is decrease in the population size, less pressure is put on social amenities, and other facilities, less environmental problems (basically pollution).

However, on the negative side, the crime rate of a district or country as well as other social vices such as prostitution and pickpocketing may increase due to the high rate of migration there. In the case of prostitution, it is actually on the rise in some parts of Sekondi-Takoradi Metropolis, especially among the young girls. These young girls indulge in such an immoral practice due to broken homes, they searching for money from the foreigners who migrate there so that they can pay for their school fees and cater for themselves, and also most of them being peer pressured. Due to the increase in the population size of the Metropolis, more pressure is placed on the social amenities available as well as the accommodation facilities such as motels and hotels services, and sometimes leaving those who cannot afford for the expensive services, homeless, and they tend to create their own shelters in some unapproved spaces in the urban areas, leading to slums creation and sanitation and health issues. There is the loss of human resources that is manpower, in the Metropolis especially Sekondi-Takoradi, since most of the people travel in search for jobs and also the loss of possible investors to help start businesses. The foreigners get to exploit our resources, both natural and human, and then take it back to where they migrated from and also infiltrating our rich culture with their Western way of living, making the sustainability of ours, a problem to address.

With the aim of providing an understandable framework to manage migration for Ghana's sustainable development, a National Migration Policy has been set. Affordable houses should be constructed so as to help reduce the high rate of some migrants or refugees sleeping in and in front of shops and on the streets, and in churches. More social centers can be established in the densely populated areas so as to release pressure on the few existing ones and also providing essential social amenities such as water, shelter, electricity, etc. in the new places these migrants are settling. Jobs should be made available so there will be no loss of human resources especially the skilled labour in both the peri-urban and urban areas. Avenues should be created where the indigenous people will be given the opportunity to display their creative and business ideas, so the local investors, rather than going

outside the metropolis or the country, would invest in the Metropolis, thereby creating jobs for the youth especially the males.

1.3.9 GENDER EQUALITY

Basically, gender is defined as the range of physical, mental and behavioral characteristics which differentiates between male and female. Gender plays a very important role in identifying the major roles men and women play in society, in some parts of the world with special reference to Ghana, there is a lot of disparity in the roles men and women play in every aspect of society for example in the social, economic and political development of society.

The differential roles of men, women, boys and girls pre-determine their status and influence in every society. The family system and henceforth gender parities in the metro depicts that of male dominance as in any Ghanaian society. Roles and responsibilities are built on the family systems where the male is the bread winner of the house, females are care takers and children play a supportive role. The table below details out roles ascribed to men, women, boys and girls within the society.

GENDER	DEFINED ROLES AND RESPONSIBILITIES	NEEDS AND INTEREST	STATUS-QUO
MEN	Bread winners of the families/households	Have access to reliable sources of incomes that enable them meet the needs of their families	Men are actively involved in decision making and general development of the district
	Daily sustenance provision.	They are actively involved in decision making both within the family and in the communities	
	Provision of security and accommodation for the family	Their families and especially their wives submit to their decisions	
	Men are often heads of families or households.	Are recognized as leaders and given the due respect	
	Men often are owners of productive resources such as land.		
	Entirely responsible for the welfare of their families and households		

	Recognized as decision makers and hence involved in every decision making that affect development of their communities.		
	Responsible for all housekeeping duties	Are involved in making decisions that affect their lives and families	Involvement of women in decision making and the development process is limited because of marginalization on by men and lack of funds for the gender desk officer at the MA to promote gender issues.
	Co-provide safety and security for children	Have their own children	
	Nursing and raising of children in the family.	Proper upbringing of their children	
	Must back the decision of the men	Peace in family and society	
	Build up emotional and psychological needs of children	Have successful marriages	
BOYS	Assist in house chores like fetching water for the family and running errands.	Their basic needs such as food, shelter, clothing, education and health are provided for	Involvement of boys and for that matter the youth in decision making is limited due to lack of national policy on youth development
	Take over the responsibilities of the father in his absence.	Are given chance to participate in decision making.	
GIRLS	Assist the mother in all house chores like sweeping, cleaning, washing, cooking and fetching of water	Their basic needs such as food, shelter, clothing, education and health are provided for.	Involvement of girls and for that matter the youth in decision making is limited due lack of national policy on youth development
	Take over management of the household in the absence of the mother	Are given chance to participate in decision making	

In spite of the important role Ghanaian women play within the family, community and the Metropolis at large, they do not occupy key decision-making positions in any of the sectors of development be it economic, political and social life. Most females are made to remain in the background as far as public decision-making and consideration in the development process are concerned. This is because there are no concrete policy measures to ensure that the structural inequalities between female and male are taken into account in promoting participation in policy decision making especially during community durbars and town hall meetings.

Though the traditional setup allows male dominance/supremacy in decision making and access to other resources, with the emergence of Gender based Non-Government Organizations in the area of

female advocacy and training programmes for female empowerment, there is a mutual relationship in the metro. The land tenure system portrays a family ownership where as individuals (men and women) can acquire private lands either through rent or sale. Credit and other technological services are at the reach of both counterparts.

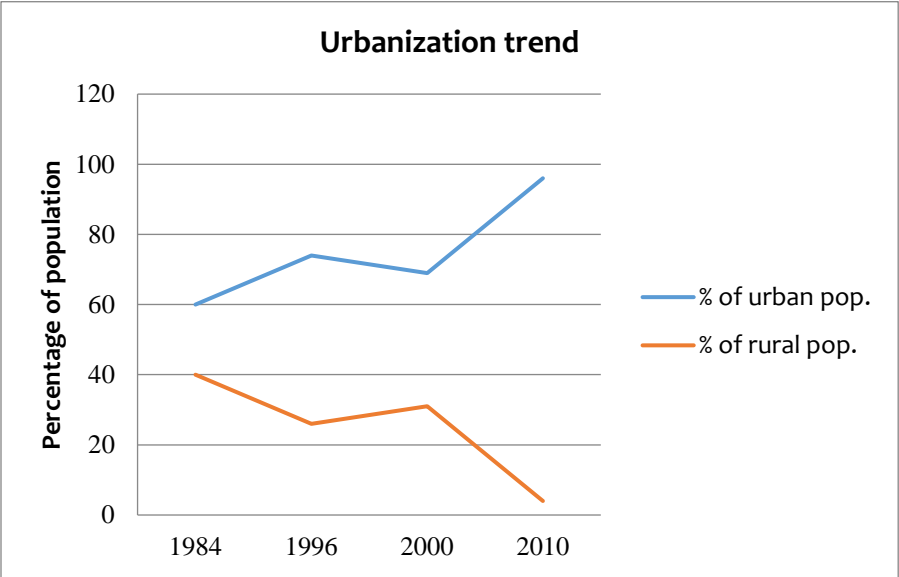
Females form more than 50% of the total population of the metro. They form an important human resource base especially in the urban informal sector. The centrality of woman's role to production and reproduction makes their role crucial as development agents. The traditional role of woman as care takers (of husbands & children) and at the same time part-breadwinners pre-suggest their ability and capabilities of leadership if given the thumbs up to play an equal role as the male counterpart.

This notwithstanding, the position of females as "females" deprive them of some roles to influence and possess. The indigenous culture of male dominance (head of the family), role to cater for the home hinders women from such active and inferential roles as decision- making, access to adequate time for societal roles/functions. Basic services such as education which sees the female counterpart lacking behind in terms of higher education, sanitation & health care among others are namely the concerns of the females which are woefully inadequate in the metro.

In the light of the above, the Sekondi-Takoradi metro which places high premium on gender issues undertook a number of programmes/ activities to empower the females, males, boys and girls in the metro.

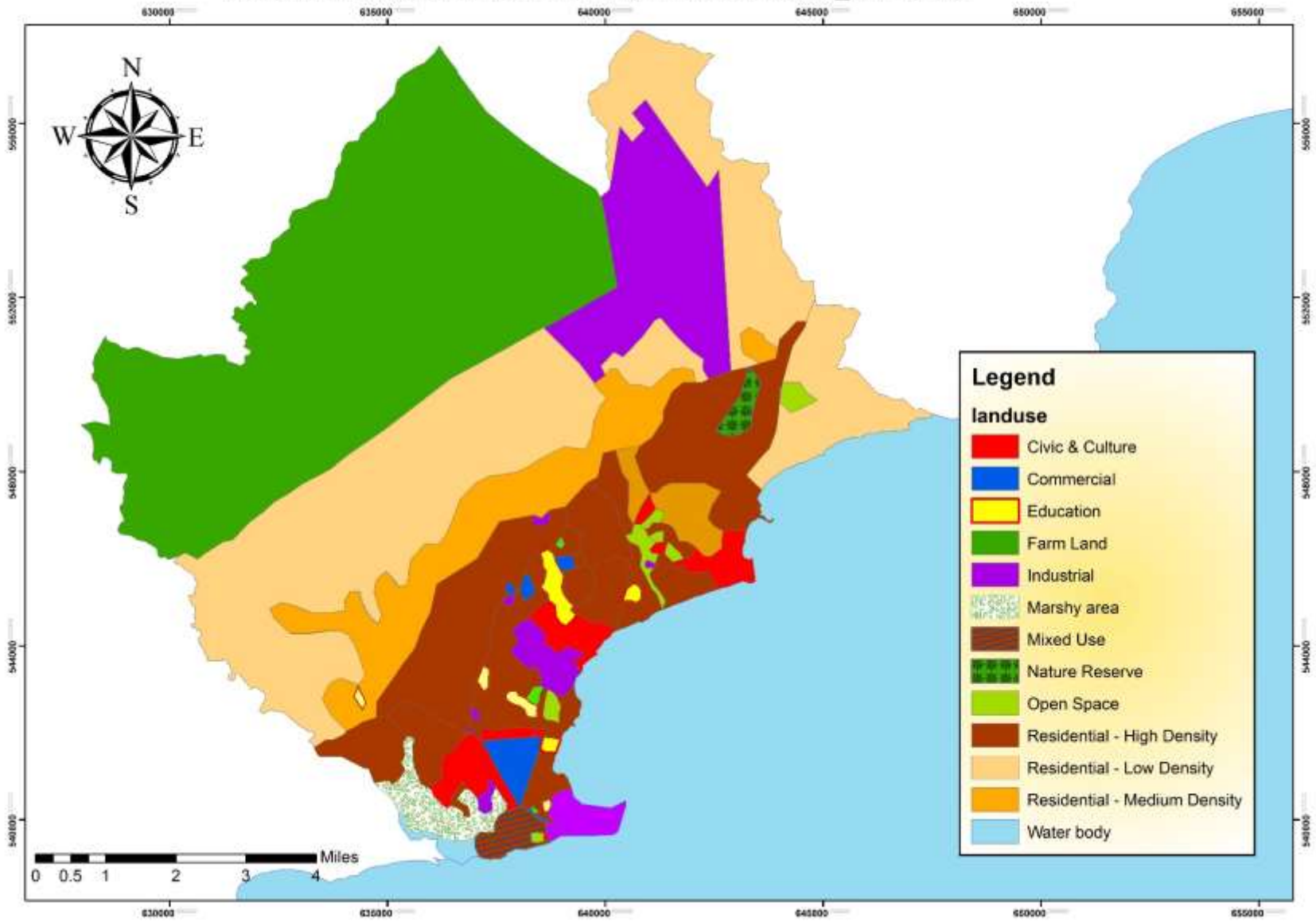
1.3.10 Settlement systems

The settlement system is a cohesive model which comprises of the physical components of space including infrastructure, shelter and the provision of services to support model in terms of education, health, recreation and economic. The settlement system consists of the size, settlement pattern, organization and functions. Some of the old settlements developed as a result of spatial processes such as construction of the railways, roads and harbour produces the spatial pattern of communities such as New-Takoradi, Takoradi, Sekondi, Tanokrom, Adiembra, Effia-Kuma New site and Kojokrom. However, with the recent development in the newly developed areas most of the people get settled in the communities before utilities such as electricity, water and roads are directed towards these areas. Most of the communities developed without conforming to the planning scheme of the Metropolis. This has led to haphazard development in some of the communities.

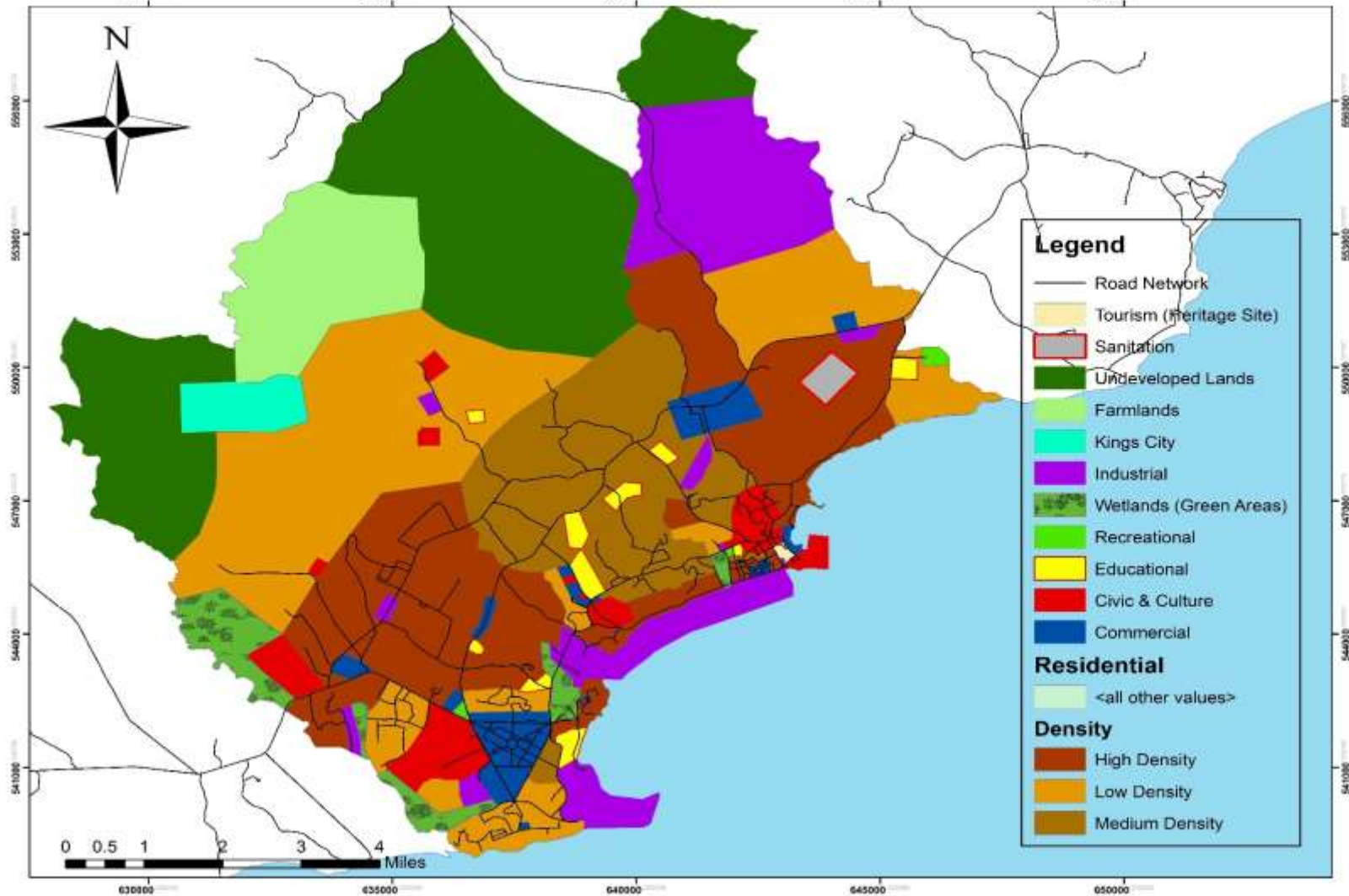


From the figure above, it could be realized that the trend of urbanization in the Sekondi-Takoradi Metropolis has increased enormously from 69% in 2000 to 96% in 2010. The current level of urbanization indicates that more development programmes must be spatially distributed to enhance development in the newly developed communities. It is projected that by the end of 2021, the Sekondi-Takoradi Metropolis will be 100% urbanized.

SEKONDI-TAKORADI METROPOLITAN ASSEMBLY LANDUSE



TWENTY YEAR LANDUSE PLAN OF SEKONDI-TAKORADI METROPOLITAN ASSEMBLY



1.3.10.2 Types of available transportation infrastructure (motorized, non-motorized, public transit)

1.2.10.2.1 Roads Network

The urban roads network in STMA is 688.43kilometres. It consists of arterial, distributors/collectors and local roads of which 381.21 kilometers have been paved while the remaining 307.22 kilometers are unpaved. STMA's network consists of a hierarchy of arterials, which distribute traffic between Sekondi and the center of Takoradi. In addition, the network includes sections of the N1 within the Sekondi-Takoradi such as Takoradi-Agona road and Takoradi-Cape Coast road which provide through traffic east-west/west-east bound. A major missing link within the network is the Nkroful Junction-Kwesimintsim. In addition, a system of collectors and local roads complete the network within the Metropolis.

In terms of the surface condition of the roads it is estimated that 48.3%, 5.1% and 46.7% are good, fair and poor respectively. The condition mix (length) of the roads in the Sekondi-Takoradi Metropolis by surface material is presented

1.3.10.3 Existing drainages, sanitation and waste management infrastructure

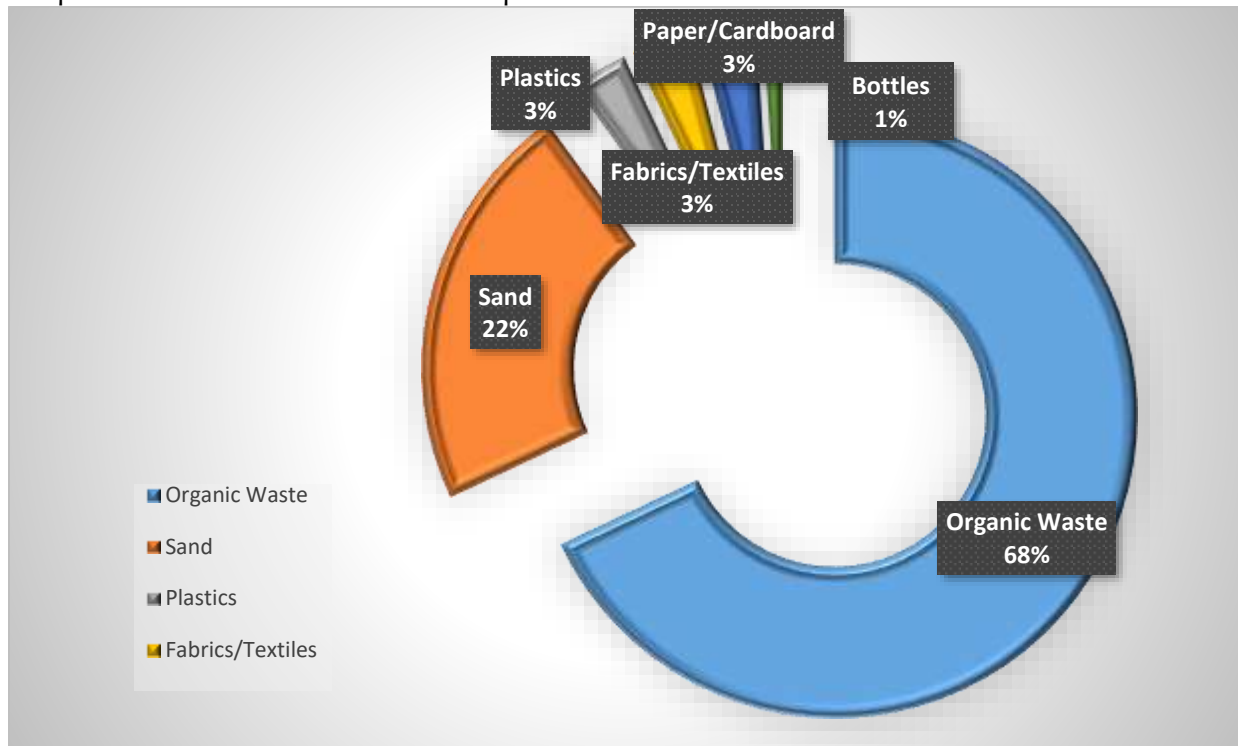
1.3.10.3.1 Waste Management

The collection, transportation and disposal of solid and liquid waste are the sole responsibility of the Metropolitan Assembly which operates through the Waste Management Department. Collection of solid waste is done in two ways: door to door and communal container system. Also private companies engage in waste collection as part of their social responsibilities, but to a lesser extent. Door to door services is usually provided to middle class communities. Communities which benefit from this service include Chapel Hill and Beach Road. The communal container system is provided to low class communities. Communities like New Takoradi, Amanful, Kwesimintsim, Effiakuma and Kojokrom use this type of service.

1.3.10.3.1.1 Classification and Composition of Municipal Waste

STMA has a high proportion of organic waste and low proportions of recyclables (papers/cardboard, rubber, metals, etc). This is the general pattern. The composition varies from Sub-Metro to Sub-Metro. Composition is displayed in the figure below.

Composition of Solid Waste in the Metropolis



1.3.10.3.1.2 Waste Disposal and management

Proper Waste disposal is important to every household and this section deals with method of waste, both solid and liquid disposal in Sekondi-Takoradi Metropolis. The daily production of waste is 320 tonnages per day which implies an annual production of 116,800 tonnage of waste. The Assembly although has an engineered land-filled site, there is a challenge of timely collection and management of waste due to inadequate logistics such as frequent break down of waste management trucks, non-sorting of waste. For the Assembly to be in a strategic position to effectively manage waste, there is the need for sensitization programme to encourage households waste sorting at source. In addition, additional waste facilities must be provided especially the containers and litter bins with well labelled classification of waste. This would enhance the waste management delivery services at the Metropolis, thereby encourage renewable energy companies to venture into waste-to-energy production in the Metropolis.

1.3.10.3.1.2.1 Solid waste disposal and management

The main method is dumping in public dump container (47.1%), 22.6 percent is collected while 18.4 percent is dumped in public (open space) and 2.1 percent is buried. Quite significant proportion 23.2 percent of urban households have their solid waste collected while it is 7.1 percent in rural households.

In the rural settlements significant proportion (42.9%) of households dump their solid waste in public open space as against (17.4%) in the urban areas. Burning of solid waste is widespread in the rural settlements (19%) possibly for lack of disposal facility. Furthermore, 48 percent of urban households dispose of their solid waste in the communal containers.

The only engineered landfill site in the Metropolis is located at Sofokrom. The waste dumped is spread evenly with the help of compactor truck. There is also an unpleasant stench around the area coupled with scavengers who at their own risk scavenge items such as copper wires, plastics and other materials for sale as their form of livelihood. There is the need to create an enabling environment for these scavenger by creating a decent employment with a well-structured system for them to sort out the waste with well protected clothing to earn a decent income for their households.

1.3.10.3.1.2.2 Disposal of liquid waste

There are three most commonly used method of disposing of liquid waste is thrown into gutter, through drainage system into the gutter and thrown into compound in households. Of these the most common amongst them is thrown into gutter accounting for 41.3 percent in the Metropolis.

In the peri-urban areas the predominant method of liquid waste disposal are: thrown into gutter (35.3%), followed by thrown into compound (30.5%) and thrown into streets (21.8%), This situation could be attributed to lack of infrastructure for liquid waste disposal and attitude of the inhabitants. The health implication for this situation is high as most communicable diseases thrive on poor waste disposal and it is also well known fact that there are no adequate health infrastructures in the slum and the peri-urban communities.

Issues

- ❖ Newly developed areas in the Metropolis are poorly served with services such as water, electricity, telecommunication, transportation and other ancillary services
- ❖ Dependence on public toilets
- ❖ Indiscriminate defecation along the sea shore
- ❖ Waste reduction – recycle, composting plant
- ❖ Inadequate school sanitation facilities
- ❖ Waste segregation
- ❖ Polluter pay system
- ❖ Waste to energy

1.3.10.4 Poverty pockets within the Metropolis

Poverty deals with the lack of or inadequacy of something which make an individual or society live below an acceptable standard of living. If a society is developing, it means that society is moving away from poverty; hence a society can be classified as developed or underdeveloped based on the poverty level. It is there prudent to consider the poverty level before making any meaningful plans for development.

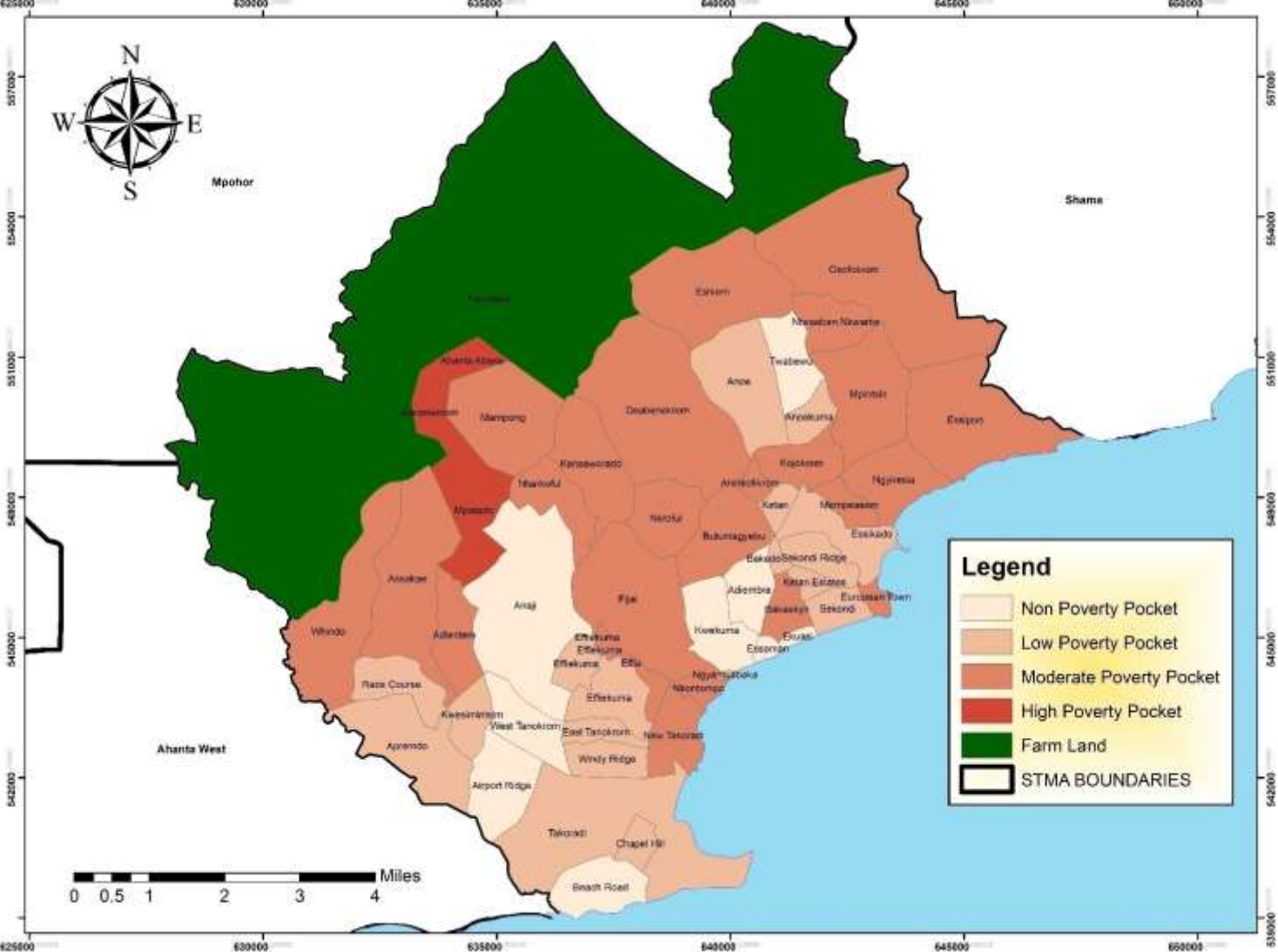
The Sekondi-Takoradi Metropolitan Assembly is one of the vibrant assemblies in Ghana and has developed over the past years. Despite its development, majority of its populace still fall within the moderate poverty group. Out of 47 communities, 25 communities fall within the moderate poverty zone representing 53.2% of the communities in the metropolis. Only 9 communities within the metropolis are non-poverty zones. The number of non-poverty communities is very low considering the area being a metropolis as well as industrialized urban centre.

Communities within the non-poverty pocket include Anaji, West Tanokrom, Airport Ridge, Kweikuma, Essaman, Ekuasi, Twabewu and some parts of Takoradi (Beach Road). Whereas these non-poverty communities have access to potable water, health care facilities, educational facilities, low housing density with low room occupancy, electricity, proper sanitary services and other urban services, three communities within the metropolis lack most of these services. These three communities namely; AhantaAbasa, Akromakrom and Mpatado are the high poverty zones.

It is worth knowing that the communities within the high poverty pocket are farming communities and have low income level. If measures are not put in place to eradicate poverty within the high poverty and medium poverty pockets, the probability of most people moving to the low and non-poverty areas will be high. When this happens, it can lead to what is termed as “Ruralization of Urban Centre.”

The poverty level will be increasing since most people will be moving to the non-poverty and low poverty areas to seek for greener pastures. It will lead to development of slums, poor living conditions, deteriorating urban facilities, increasing social vices and many other environmental issues. These occurrences will turn to slow down development of the metropolis. There is the need to put in measures to eradicate poverty. The Assemble can liaise with Non-Governmental Organizations to bring on board poverty reduction and eradication programmes. Also there should be agricultural modernization since most people who are poor are farmers and fisher folks.

URBAN SERVICES AGGREGATE POVERTY POCKET_SEKONDI-TAKORADI METROPOLITAN ASSEMBLY



1.3.11 Culture

STMA 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 111, 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 of 96.4% of the populace in areas such as Takoradi, Sekondi, Tanokrom and Kwesimintsim communities. However, there is high communal spirit among those living in the peri-urban areas such as Whindo, Assakae, Mpatado, Kansaworado and Enoe. There is the 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. 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 proportion of ethnic group 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 ethnic groups is below 3%.

1.3.11.1 Festival

The main festival celebrated by the people in the Metropolis is Kundum Festival. It is celebrated at different dates by the various traditional councils and communities. The celebration often takes place in months of June and July and the dates rotate from community to community. The Kundum 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 course of the year.

Another festival which 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.

1.3.11.2 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).

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	711	0.3	651	0.2
Other	3,487	0.6	1,761	0.6	1,726	0.6

Source: Ghana Statistical Service, 2010 Population and Housing Census

The differences in religious affiliations have not created any conflict over the years and there is freedom of worship and Association in the Metropolis. This peaceful atmosphere is crucial for socio-economic development of the Metropolis and an incentive for tourist attraction.

Issues

- Symbol of unity
- Platform for discussing development in the metropolis
- Social safety nets for local development
- Cultural tourism
- Settlement of disputes

1.3.12 Governance

The General Assembly of the Sekondi-Takoradi Metropolitan Assembly is the highest decision making body with a total number of 78. Out of this number, 72 have voting rights made up of 49 elected Assembly members and 23 appointed by the President of the Republic of Ghana. The remaining 6 is made up of 5 Members of Parliament and the Metropolitan Chief Executive. The Assembly has two main committees; the Executive Committee 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 make 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 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 National Parliament.

1.3.12.1 Local Governance Structure in the Metropolis

The Metropolitan Assembly is made up of four Sub- Metropolitan District Councils as at the time of December 2017. These Sub-District administrative structures are symbols of community participation. They form the basis for 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, Essikado-Ketan sub metro at Essikado and Effia-Kwesimintsim at Aprembo. Until the third quarter of 2016, Effia-Kwesimintsim Sub Metro did not have office and was been overseen by the Takoradi Sub metro. The Effia-Kwesimintsim Sub Metro office block was inaugurated and became operationalized in August 2016. Currently Effia-Kwesimintsim Sub Metro has been elevated to Municipal Assembly; hence, the Assembly has three Sub- Metropolitan District Councils Takoradi, Sekondi and Essikado-Ketan sub metros.

The Town and Area Councils are yet to be established and fully resourced to ensure efficiency in public policy management and participation, decentralisation, 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.

1.3.12. 2.1. Citizen’s Engagement

STMA has rolled-out a number of 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 grass root participation in identification of development gaps and exploring avenues to discuss the development agenda of the metropolitan assembly.

1.3.12.2.1.1 Town Hall Meetings

The Assembly has been holding Town Hall meetings twice in a year; first quarter and third quarter respectively rotated in the four (4) Sub-Metropolitan Districts Councils. This is aimed at not only giving inhabitants the opportunity 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. The table below present the town hall meetings held.

Table:

YEAR	QUARTER						TOTAL	MALE	FEMALE
	1 ST	M	F	3 RD	M	F			
2014	179	105	74	146	114	34	325	219	108
2015	200	132	68	209	130	79	409	262	147
2016	201	113	88	195	140	55	396	253	143
2017	249	161	88	506	332	174	755	493	262

The Assembly recorded the highest number of participants in 2017 and the highest female participants over the period. The ratio of males to females over the years is approximately 2:1. The Assembly should encourage more females’ participation in the town hall meetings.

1.3.12.2.1.2 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 better understanding of the local government structures, their roles and responsibilities towards national development. Promote transparency, inclusiveness, openness and accountability. Citizen’s participation in decisions making that affect their lives has been enhanced and has contributed to improvement in Internally Generated Funds (IGF).

1.3.12.2.2 Social Public Expenditure & Financial Accountability (SPEFA)

To strengthen transparency and accountable governance as a way of combating corruption, a social audit approach was adopted to stimulate civil society engagement with local governments on public finance management issues. Social Public Expenditure & Financial Accountability (SPEFA) was launched in 2013 to bring together representatives of citizen groups in the Metropolis to build their understanding of their local governments public financial management issues as well as to create opportunities for citizens to demand accountability from their Metropolitan Assembly. It also formed the bedrock for enhancing citizen’s perceptions on urban financial management processes through a citizen’s engagement platform.

These engagements with the citizenry offered the opportunity for information exchange and dialogue to improve the quality of governance at the local level, foster citizen empowerment, increase the effectiveness of service delivery and enhance the participation in decision-making by vulnerable and excluded groups.

1.3.12.3 Non-Governmental Organization

Non-governmental organizations (NGOs) are not-for-profit organizations that are independent from states institutions. The NGOs are highly diverse groups of organizations that engaged in a wide range of activities, and take different forms in different part of the metropolis. Their areas of operations

include good governance, human rights, health, education, sanitation, environmental, livelihood empowerment.

1.3.12.4 Open Governance Partnership (OGP) Initiative

The Open Governance Partnership Initiative was founded in 2011 to provide an international platform for domestic reformers committed to making their governments more open, accountable, and responsive to citizens. Since then, OGP has grown from 8 countries to 75 participating countries. In all of these countries, government and civil society are working together to develop and implement ambitious open government reforms to engage in peer learning and exchange with counterparts around the world, enabling the spread of new ideas and solutions to public policy challenges.

Ghana signed onto the Open Government Partnership Initiative (OGPI) in 2011; and as an obligation under the Partnership, developed and implemented her first Action Plan which covered the period 2013-2014. 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 (STMA) is among fifteen (15) cities selected across the globe to participate in the Subnational Pilot Program based on ongoing Open Government related initiatives. The fifteen cities are Austin, USA; Buenos Aires, Argentina; Jalisco, Mexico; La Libertad, Peru; Ontario, Canada; Sao Paulo, Brazil; Egeryo-Marakwet County, Kenya; Kigoma Municipality, Tanzania; **Sekondi-Takoradi, Ghana**; Madrid, Spain; Paris, France; Scotland, UK; Bojonegoro, Indonesia; Seoul, Korea and Tbilisi, Georgia.

STMA'S Participation in the Subnational Pilot Programme

The STMA applied in February 2016 and was accepted to join the Pioneers' Tier of the Subnational Pilot Programme in April, 2016. The rationale for joining the Open Government Partnership (OGP) was to strengthen and consolidate gains made by the Metropolitan Assembly in the areas of citizen participation, fiscal transparency and accountability. Also, will help to partner and share experiences with 14 other chosen Pilot Subnational Governments. This is also to find lasting and innovative solutions that would enable it carry out its core mandate of providing municipal services and infrastructure development.

Summary of Commitments developed

STMA has developed and prioritized five (5) key commitments that would respond to the needs and aspirations of its citizens. These commitments are in the areas of Public Services (security and sanitation), Fiscal Transparency and Public Participation (private sector involvement and planning).

Commitment 1 -: Generate a government-supported, community-led watch system to elevate safety across the metropolis.

Commitment 2 -: Develop a new model of collaboration between STMA and landlords to increase the coverage of household toilets (and move away from public toilet usage as stated in updated STMA bye-laws).

Commitment 3 -: Create a localized standard operating procedure for streamlining financial records management and sharing.

Commitment 4 -: Partner with private sector associations to kick-start a systematic and participatory way of engaging with large businesses in setting fees (in international terms taxes) that they pay to the Metropolitan Assembly.

Commitment 5 -: Build a participatory planning process – from needs assessment, to site selection, to project design – of infrastructure development projects.

The aim of governance in a democratic society is to empower citizens who have entrusted individuals into positions of authority. OGP principles such as accountability, transparency and civil participation ensures that good governance practices are upheld and goes a long way in building trust between duty-bearers and the citizenry.

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 in order to ensure greater transparency, accountability, citizen engagement and delivery of improved public services.

1.3.12.4 Security

Being a Metropolitan area STMA has all features of a city and its related crimes and social vices. The combined efforts of all the security agencies have however contributed to a peaceful atmosphere which is very conducive for business activities. Security in the Metropolis is under the auspices of the Metro Security Council (MESEC) which is chaired by the Metro Chief Executive. The Council meets quarterly and during emergencies to deliberate on general issues related to public safety. Memberships of MESEC include The Ghana Police, The Ghana Prisons Service, Armed Forces, Bureau of National Investigation (BNI), and Customs Division of the Ghana Revenue Authority, Ghana Immigration Service and Ghana National Fire Service. The relationship between the various agencies is cordial but there have been few cases where coordination has not been the best due the fact that almost all the security agencies take direct commands from their various headquarters without recourse to the Metropolitan Authority.

The Security agencies also have logistical problems especially the Police, Prisons and Fire Service. Transportation and accommodation is one of the most important problems.

Additionally, to augment the efforts of the various security agencies the Assembly has a Guards Unit which has been mandated to perform specific functions under the direction of the Head of the Legal Department such as the protection of persons and property.

1.3.12.5 The Legal System

The Metropolis is blessed with many court houses and legal services are available depending on one's ability to pay for legal services. The High Court, located at Kweikuma deals with a lot of cases from the entire region. There is also a Regional Tribunal, District, Circuit as well as Magistrate Courts in the Metropolis. These courts sit regularly to deal with cases brought before them. There is still a problem with undue delay in the prosecution of cases due to the absence of modern technology for recording proceedings and limited personnel to deal with the numerous cases. Most of the courts rooms are congested and in some cases clients and even lawyers do not have comfortable chairs to sit on to transact business. There have been proposals for the setting up of special courts (Fast Track Courts) to handle commercial and sanitation related cases but this proposal has not yet been implemented.

1.3.13 Local Economic development

Economic investment in the Region is historically linked to the minerals industry and agriculture. STMA has not really benefitted from the mineral economy due to the absence of significant mineral resources and huge track of land for mechanized agriculture. There is economic slowdown due to the near collapse of the Rail transport, timber and wood industry and the cocoa processing sector in the Metropolis. This scenario is fast changing due to the advent of the oil and gas industry, which the City is taking advantage to grow the local economy through the provision of economic infrastructure such as port services, office accommodation and air and sea transport and others. The benefits associated with oil, gas industry is yet to be fully materialized in the Metropolitan area, and this is accounted for because of;

- ❖ low level of human capital development,
- ❖ Under-developed infrastructure.
- ❖ Land related issues–this includes the resolution of land ownership and use rights, land use planning and land use management to exploit (where applicable) and protect (where applicable) the environment. The land issue relates to both urban and peri-urban localities. It relates to land for investment in the production facilities, offices, markets and housing and the other relates to use for agriculture and settlements respectively.
- ❖ Lack of competitiveness of the sectors and localities. This resolves into two key aspects:
 - Support systems and services: there is inadequate technical and systemic (eg: for maintenance, provision of supply, production) support across all the sectors.
 - Skills: all sectors and area raised the issue of inadequate and inappropriate skills as a constraint to growth.

1.3.13.1 STMA Key Economic Drivers for LED

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
- ❖ Ocean Economy
- ❖ Manufacturing
- ❖ Construction
- ❖ Tourism
- ❖ Agriculture

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

1. 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 investment 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.
2. Strategic Infrastructure Investment: The intention is to utilise investment in infrastructure in order to spatially reconfigure the district, generate jobs and to boost economic activity. The Spatial Development Framework for the Assembly has been completed but Infrastructure audit has to be conducted in order 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. Land and tenure security is a major constraint that needs urgent attention.
3. Economic Development and Support –STMA should 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.
4. 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 with the aim of ensuring higher employment, productivity and entrepreneurship levels in our community.
5. 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.

6. 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 acknowledgement is that better co-ordination, collaboration, good governance and creation of an enabling environment for businesses and institutions to thrive will be essential for development in the Assembly.

1.3.13.2 Investment Opportunities

Investors can invest in the area of steel, fertilizer production, Plastic and recycling to boost the local economy of the Sekondi-Takoradi Metropolitan Area as there are more human resource and easy accessibility to raw materials. The city has the enabling environment to enhance industrialization for the private sector to develop.

- ❖ Development of Bio-Gas Industry
- ❖ Development of Urban Agriculture and Aqua Culture
- ❖ Development of Industrial City and warehousing enclave
- ❖ Development of Export Processing Zone
- ❖ Establishment of Petro-Chemical Industry
- ❖ Waste-to Energy Industry
- ❖ Charcoal pellets Industry from Coconut husk/ Palm kernel Shells
- ❖ Ship building Industry
- ❖ Recycling Industry
- ❖ Development of Fish Processing and Canning Industry

1.3.14 Economy of the Metropolis

As said previously the economy of the Sekondi-Takoradi Metropolis is made up of commerce and industry-related activities. The metropolis offers localisation and cluster of industrial activities through the provision of efficient infrastructural and service delivery. Likewise, as a result of expansion in communication, energy, transportation, water and sanitation, the social interactions of people function as a pull factor to attract migrants into the city in search of greener pasture leading to higher population density. The high population density also offers large market for business activities and expansion to improve upon the wellbeing of people 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. This is statistically visible to the employable occupation of most people in the city.

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 comprises 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 in the downstream. There are opportunities for growth if the Assembly collaborate effectively with other agencies such as the Sekondi-Takoradi Chamber of Commerce and the Association of the Ghana Industries in promoting for direct investment through domestic and foreign investors through the organization of investors' forum.

1.3.14.1 Employment Sector

The common knowledge that the private sector is the engine of growth; an economy with a large proportion of the private informal sector is clearly impediment to achieving an 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 Internally Generated Fund. From the table below the majority of females (81.7%) is engaged in the private informal sector compared to 56 percent of their male counterparts. This confirms the facts 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.

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
Total	215,273	100.0	104,521	100.0	110,752	100.0

Source: GSS, 2010 Population and Housing Census

1.3.14.2 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 fish mongers. 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.

1.3.14.2.1 Food Production

Major crops grown include cassava, plantain, maize, rice yam and cocoyam. Vegetables, especially the 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. 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.

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 not limited to the following:

- Poor storage and marketing of the chunk of agricultural produce leading to post harvest losses.
- Loss of farmlands to human settlement.
- Over reliance of 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.

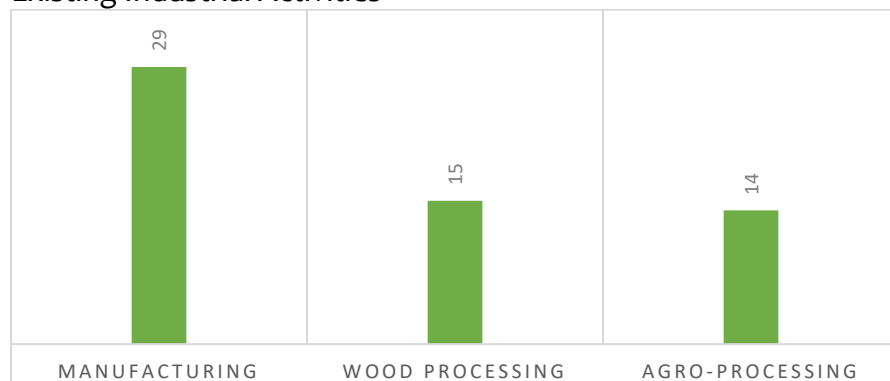
There is the need for the development of irrigation facilities in the Metropolis especially in connection with vegetable production and also expansion of feeder roads to food production centres. Also, there is the need to recruit more field staff (AEAs) to service farmers in the Metropolis. Government and donor agencies should release funds on time to execute planned activities.

1.3.14.3 Industries

As the Metropolis is losing most of the farm lands, 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 is also patronized. All these industries have been listed as active. Also, Ghana Free Zones Board (GFZB) has a proposed industrial site to facilitate an export processing zone in Sekondi.

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. Among the nonfunctioning wood industries are Western Veneer and Lumber Company and Hardwood Timbers Limited.

1.3.14.3.1 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.

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

Infrastructural facilities include berthing facilities, a modern shed and an open storage area. There are four multipurpose berths with drafts between 9.0m to 10.0m and dedicated berths for Manganese, Bauxite and Oil. There are also buoys with a maximum draft of 11.0m. The completion of the Port's three modern sheds has expanded its coverage area. It now covers an area of 140,000 sq. metres. There is also an open storage area of 250,000 sq. metres which enables the Port to store a variety of cargoes. The Port has a container holding capacity of more than 5000TEUs and 100 reefer points for storing refrigerated containers.

The Port's vessel repairs facilities are being modernized and expanded. The slipway is being expanded to accommodate vessels up to 500tonnes deadweight and a length of 40-45m. The dry-dock is being expanded to a length of 55m and breadth of 14.5m.

1.3.14.3.2 Albert Bosomtwi-Sam Fishing Harbour

The Albert Bosomtwi –Sam Fishing harbour 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 of the Inner Fishing Harbour, the Canoe Basin and the Outer Fishing Harbour. The infrastructural facilities of each unit are listed in table below.

Infrastructural Facilities in the Fishing Harbour

Components of Fishing Harbour	Infrastructure Facilities
--------------------------------------	----------------------------------

<i>Inner Fishing Harbour</i>	<ul style="list-style-type: none"> • Mooring facility of total quay length of 467metres (caters for 8 vessels of 54metres length overall) • Finger Jetty approximately 60metres long • Lay-by jetty of 155 metres • Net-mending/Lay by wharf of 100 metres • Protective water area of approx. 10.0 hectares • Depth ranges between 3.5- 4.0 metres (Chart Datum) • Entrance is 63 metres wide
<i>Canoe Basin</i>	<ul style="list-style-type: none"> • Wooden Jetty for motorboat • Fish handling shed • Protective water area of approximately 5.2 hectares • A 120-room gear storage facility
<i>Outer Fishing Harbour</i>	<ul style="list-style-type: none"> • Total Quay length of 486 metres • Capacity to accommodate tuna vessels and deep sea carriers. • Depth ranges of 5.0-7.0 metres(Chart Datum) • Lay-by mooring wharf opposite the main quay • Entrance is 122 metres wide

Source: Ministry of Trade

1.3.14.4 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) carrying 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 which can be single or double-storey built individually, in a linear or clustered in the form of a market.

1.3.14.4.1 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.

1.3.14.4.2 Market Activities

There are a total of 4 major markets in the Metropolis. These include the Takoradi Central Market, Sekondi Market, Aprembo Market and Kojokrom Market. Each of these markets primarily serve the communities close to where they are located. However, the Takoradi Central Market is the major market in the Metropolis.

1.3.14.4.2.1 Takoradi Central Market

The Takoradi Central market was constructed in 1928 and extended in 1940 to cater for the then small population which were mainly workers connected to the construction of the Takoradi harbour. Market circle was planned to form the nucleus of trading for STMA. Its location makes it the most accessible point in the Metropolis. Most of the major roads link to it. The John Sarbah road links the market from the South West. The Busumakura road links it from the North East. The Liberation road links it from South East with the Kofi Annan road linking it from North West. Other roads that access the market are the Ashanti and Ahanta. This 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. Agriculture produce sold on the market include food stuff, cereals are obtained in its raw form from villages within sub region including Abura, Krobo and Bokorkope as well as communities outside the sub region notably Eikwe, Bogoso and Tarkwa. Traders also deal in manufactured products which basically come from Accra and Kumasi. The market serves settlements such as Shama, Sekondi-Takoradi Metropolis and Ahanta West districts as well as people from La Cote d'Ivoire and Cape Coast. Though considered as the largest and well planned market in the Western Region, it still faces several challenges in the area of waste management, drainage and flooding.

1.3.14.4.2.2 Sekondi Market

The Sekondi Market is the second vibrant commercial center in the Metropolis next after the Central Market in Takoradi. The Sekondi market is situated in the heart of the commercial space opposite the 'Kundum Dancer' statue in the heart of Sekondi. Although not as vibrant as the Takoradi Market, the market plays a vital role in supplying local inhabitants with mostly fresh fish from the fishing Harbour, meat and food stuffs as well as semi processed foods and second hand clothing. By virtue of its small size, most of traders use the adjoining roads bordering the market for trading activities especially during weekends. However, during weekends, patronage is low compared to the Takoradi Market.

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. Within the market space is the Sekondi Transport Terminal which operates to areas such as Daboase in the Wassa East District, Shama District, Mpohor District, Takoradi, Kojokrom, and other areas in the Metropolis. The market also has a public toilet which is currently in a good condition and well managed by the Assembly.

1.3.14.4.2.3 Aprembo Market

Aprembo market is found in Aprembo, a suburb of Takoradi and about 5 kilometres from the Takoradi Central Market. It is a market complex built by city authorities to help decongest human and vehicular traffic around the Takoradi market circle.

The Assembly should create the enabling environment through the establishment of industrial parks, where the necessary linkages and network facilities such as transportation, communication, energy and water are put in place to attract investors into the metropolis thereby creating jobs for the unemployed youth. In addition, capacity of staff must be built in terms of project management in initiating and implementation of public-private partnership projects. This approach will enhance the capability of management to better appreciate the innovative means of attracting investors into the Metropolis to aid in the development discourse of transforming the Sekondi-Takoradi City into a smarter and modern city.

Issues

- Conflicting land use at Takoradi City Centre
- Development of Hospitality sector including re-creational facilities
- Deteriorating of Sekondi Market facilities
- lack of Industrial city and Warehousing enclave

1.3.15 Food security

Food security is a multi-dimensional concept. It is variously defined at various levels by different people. Whiles food security at the national level implies the supply of food at a global and national levels, household levels food security implies the existence of adequate nutrition and wellbeing of members of that particular household. This implies that the food security status of a country can be good whiles that of the individual households will not be same. The Food and Agriculture Organization defines food security

is as ensuring that all people at all times have physical, social and economic access to the basic food that they need. This has to do with the quality, quantity and affordability of food within a particular jurisdiction. Food insecurity portrays a situation where people lack access to basic food due to some physical, social and economic reasons. The indicators of food insecurity are poverty, vulnerability, bad road network linking farming communities to market centers, small quantity of available food and the prices.

Transportation network in the Sekondi-Takoradi Metropolis is fairly good. The linkage between the farmlands and the market centers is fair hence there is constant supply of food items on the market. In view of this, it can be said that the food security situation in the Metropolis is fairly good at the distribution and availability level. However, food security is not only about its availability but accessibility and affordability is also key. Quite a number of households in the Metropolis has challenged in affording the three square meals due to the high prices of food stuffs on the Markets within the Metropolis. Also, the farming communities are adequate as they are linked with poverty which to some extent is predominant in some areas.

Current trends of food production in the metropolis is coupled with setbacks which include loss of farmlands to human settlement, over reliance of natural rains for farming activities, the use of simple farm tools, inadequate field agricultural extension workers, inadequate funding of planned agricultural programs and lack of logistics for field activities according to the 2014-2017 Medium Term Development Plan of the Assembly. Also most of the previous efforts put in place to boost food production in the metropolis had not yielded desired results. If these issues are not taken into serious consideration, the metropolis is likely to experience food insecurity among vulnerable groups such as children and women and the poor within the metropolis.

To help avoid future food insecurity in the metropolis, there is the need to undertake the following initiatives; development of irrigation facilities in the Metropolis, expansion of feeder roads to food production centers, recruitment of more field staff (AEAs) to service farmers in the Metropolis, government and other development agencies should release funds on time to execute planned activities such as subsidizing the price of fertilizers and constant education of the general public on food security issues.

1.3.16 Nutrition

Nutrition is the study of nutrients in food, how the body uses these nutrients and the relationship between diet, health and disease. It may also refer to the supply of food which is required by the organisms and cells to stay alive. Nutrition also focuses on how diseases, conditions and problems can be prevented or reduced with a healthy diet. Nutrition can either be a good one or a poor one.

Good nutrition is the key to a good mental and physical health. Eating a balanced diet is an important part of good health for everyone, both young and old. The kind and amount of food one eats affects the way you feel and how your body works. We need a variety of foods to provide the right amount of nutrients for a good health.

Poor nutrition (malnutrition) on the other hand, refers to the lack of sufficient nutrients in the human body. According to the World Health Organization (WHO), poor nutrition can lead to reduced immunity, high risk of exposure to diseases, impaired physical and mental development and reduced productivity. The main causes of malnutrition, as theorized by several authors relate to insufficient food intake, severe and repeated infections or a combination of the two.

Effective programmes have been put in place in order to improve good nutrition and also reduce poor nutrition in some areas in Ghana. The Ghana nutrition programme which was initiated in 1980s was a success in remote rural communities. Ghana joined the Scaling Up Nutrition (SUN) global movement as part of over fifty (50) countries on the 25th March, 2011 to end malnutrition in all its forms and also the World Food Programme (WFP). According to the World Food Programme (WFP), out of the total number of 795 million hungry people in the world as at 2016, 82.2 million of these people got assisted by the WFP with food or cash.

According to the Sekondi-Takoradi Metro Nutrition Report for 2016, the Metropolis faced a number of challenges. There was a low coverage for growth monitoring and promotion activities at all facility levels, low Vitamin A coverage as a result of improper documentation and refusal to give Vitamin A, the breakdown of equipment such as the weighing scales, inaccurate or inconsistent reports from facilities and also shortages of road to health cards for growth monitoring activities. However, some strategies were put in place to improve the situation. This included making community radio announcements, improving school health visit with Vitamin A, using CHWs to do intensive home visits,

dosing of eligible children at church and post-partum mothers at the market places and also, improving on data capturing.

Additionally, the malnutrition rate which was recorded 35.32% as at 2013, reduced to 14.9% in 2016 according to the report and this is as a result of improvement in the nutrition level in the Metropolis. Also in the Metropolis, out of 10,782 babies delivered, 8,902 (82.6%) of the babies were being put to breast within thirty minutes after birth meanwhile, the Ministry of Health policy indicates that 100% of all babies born alive should be put to breast milk within the first half hour after birth. Reason being that colostrum, which is the first yellowish breast milk expelled from the breast contains nutrients which gives the child first immunity as he/she is delivered.

The health staff need to be trained on the essential nutrition actions to improve data collected, request has to be made for road to health cards and also requesting for new weighing scales to replace the ones that have broken down and also vitamin A supplements.

1.3.17 Social Services

Human development is the key to national and metropolitan development. To achieve growth and equity among the people who are the ultimate beneficiaries of development within the Metropolis, there is the need for acquisition and application of knowledge and skills in solving critical challenges confronting majority of the people within the Metropolis. Achieving development is also dependent on the choices people make to live long and healthy-lives. These choices is informed through access to resources which are needed for a decent standard of living and the access to social services must be created in the area of education, health, sanitation and water to ensure productivity is achieved among the populace within the Metropolis.

1.3.17.1 Education

1.2.17.1.1 Educational facilities

The educational facilities of the Sekondi Takoradi Metropolis are distributed though-out its sub-metros. All the sub-metros have their fair share of educational facilities. However, Takoradi Sub-metro has the highest number of educational facilities. The Sekondi Takoradi Metropolitan Assembly has seven (7) tertiary schools, nineteen (19) Senior High Schools, one hundred and seventy-seven (177) Junior High Schools, one hundred and eighty-three (183) Primary Schools, ninety-one (91) nursery and Kindergarten schools and two special schools Ministry of Finance, 2015).

1.3.17.1.2 Educational Levels

The world is becoming a global village and the more globalization is increasing, the more the urgency for more people to be educated. Looking at the fast rate of industrialization and globalization, there will come a time in the near future where one cannot perform in this society without education. Education will help improve the workforce and help improve every individual to bring out informed decisions in development in the Metropolis. The table below shows the educational level in the Sekondi Takoradi Metropolitan Assembly.

	Never Attended	Pre-Primary	Primary	JHS/ Middle School	SHS	Vocational/ Technical/ Commercial	Post-Diploma	Degree/ Higher
Sekondi	9.4	1.1	20.4	36.5	16.6	5.2	8.1	2.7
Takoradi	8.6	0.9	19.9	34.6	18.9	4.7	9.1	3.4
Essikadu-Ketan	10.6	1.7	23.2	37.5	13.9	4.0	7.1	2.0
Effia-Kwesimintsim	9.3	1.4	20.8	33.3	16.9	4.1	10.8	3.4
STMA	9.6	1.3	21.3	35.1	16.4	4.3	9.1	2.9

Source: 2010 Ghana Population and Housing Census, GSS

The table above shows that about 9.6% of the populace in the metropolis has never attended school, 1.3% is in the pre-school level, 21.3% have primary school education, 35.1% have Middle / Junior High, 16.4% have Secondary education, 4.3% have vocational/technical, 9.1% have attained post-diploma and 2.9% has obtained degree or higher levels of education. The diagram shows that majority of the people in the Metropolis have attained a middle/ JHS education (35.1%). Therefore, interventions have to be geared towards increasing the number of SHS and vocational, technical/commercial level, post-diploma, degree and higher levels of education. This will increase the literacy rate in the metropolis increase the quality of the workforce. In the Metropolis, while the Essikadu-Ketan Sub-metro has the highest number of people who has never attended school, the Takoradi Sub-metro has the least number of people who has never attended school. Takoradi and Effia-Kwesimintsim have the highest number of people who has attained Degree and higher, followed by Sekondi. This brings out the argument that, there exist a relationship between urbanization and educational level. It should be noted that majority (37.5%) of the people in the Essikadu-Ketan Sub-metro have middle/JHS backgrounds. Nonetheless this percentage is higher than the Metro average (35.1%) educational level. In terms of academic educational attainment, Takoradi Except for the Post-diploma and Vocational, Commercial,

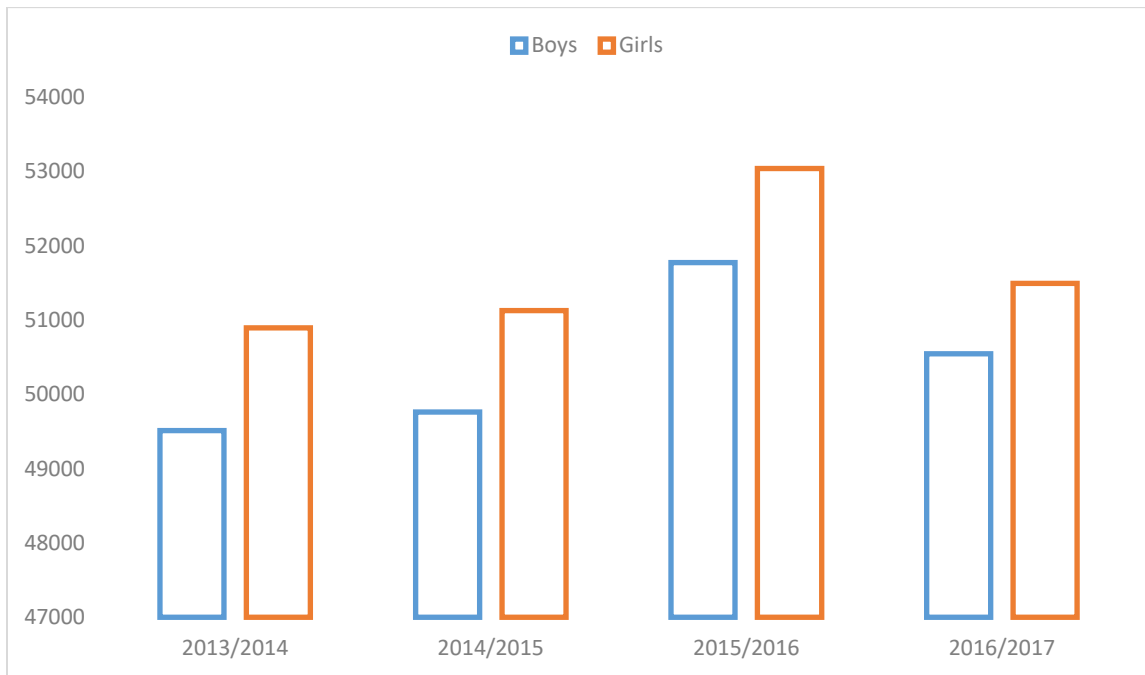
Technical qualification, the Takoradi Sub-metro recorded the highest number of educational attainment among the populace in the Metropolis. Effia-Kwesimintsim recorded the highest with 10.8% and Sekondi recorded 5.2% respectively. There is the need to build more commercial, vocational, technical school in Sekondi as majority of the populace are interested in the technical and vocational education.

1.3.17.1.3 Enrolment Rates

The table below shows the enrolment rates in the Sekondi Takoradi Metropolitan Assembly from the 2013/2014 Academic year to 2016/2017 Academic year.

Level	2014/2015			2015/2016			2016/2017		
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
Nursery/ KG	9282	9091	18373	9298	9124	18422	11285	10960	22245
Prim.	27856	28489	56345	29342	29766	59108	26818	27249	25181
J.H.S	12624	13549	26173	13138	14152	27290	12447	13289	25734
Total	49762	51129	100891	51778	53042	104820	50550	51498	73160

From the Table above, the enrolment of males into Nursery/KG keeps increasing as compared to that of females. This implies that more boys are being enrolled into Nursery/KG than girls. Hence it can be seen that female education is low in the Nursery/KG as compared to males. Unlike the decreasing level of female enrolment in the Nursery/KG, female's enrolment in the primary school is increasing year after year as well as male's enrolment. However, more females are enrolled at the Primary level than males. It should also be noted that the pattern of female enrolment as compared to male's enrolment in the JHS toes the same line as that of the primary level. Here the female enrolment increases at a higher rate over the years as compared to that of males. The diagram also reveals that, on the general female enrolment in the Metropolis is increasing. This can be attributed to the sensitization of the public in the Metropolis on the need to educate their female children. In the 2014/2015 and 2015/2016 Academic years, the female enrolment increased by 2.32%, and 6.49% respectively.



Source: Metro Education Office

From the figure above it can be seen that the enrolment level of the metropolis has been increasing from the 2013/2014 academic year to 2015/2016 academic year. However, there is a sharp decrease in the 2016/2017 academic year. This fall in enrolment can be attributed to the inadequate financial resource to take care of children in school, the ignorance of parent to send their children to school and some recalcitrant children who refuse to attend school but rather get involved in other social vices. This brings out the argument that, there is the need for the metropolis to organize programs to educate parents and guidance on the importance to send their children to school. Also there should be a fund to help take care of brilliant but needy students. This can be done through educational Non-Governmental Organizations.

1.3.17.1.4 Pupil Teacher Ratio

The pupil-teacher ratio with the private school turns to be lower than that of the public schools. High pupil-teacher ratio shows that the pupils outweigh the number of teachers and this is a problem because not all pupils will be given the necessary attention. This leaves many pupils unattended to and it affects their academic performance. This leads to poor performance in the long run. The high pupil-teacher ratio in the public schools explains why most parents are moving their wards from the public schools to the private schools. Table below shows the pupil-teacher ratio of both public and private schools at the various levels of education.

Level	2015/2016		2016/2017	
	Public	Private	Public	Private
Nursery	24.31	19.69	20.08	20.12
Kindergarten	20	23.91	18	22.55
Primary	33	22.47	31	22.25
J.H.S	17	10.65	16	10.93

Source: GES

1.3.17.1.5 Academic Performance at Basic Level

The academic performance of the basic level education is measured through the Basic Education Certificate Examination (B.E.C.E). This examination is used to select candidates into Senior High Schools, Technical/Vocational training schools and some job opportunities. From the table below, 2015 shows a year of high performance for both boys and girls and in all the core subjects. For instance, taking Mathematics subject, male's performance rate was 73.4% in 2015 as compared to 63.3% and 71.5% in 2014 and 2016 respectively. Hence the general performance of students in the metropolis in 2015 was better than the rest of the years. It should be noted that, male's general performance is better than female's performance in the years indicated. Contrary to that, females seem to be performing better in English compared to males. From the table below, in all the years' female's performance rate in English supersedes that of males. This implies that females like reading and studying the English subject than males.

BECE Performance in Core Subject

Year	Percentage (%) Pass rate							
	Math		English		Science		Social Studies	
	Boys	Girls	Boys	Girls	Boys	Girls	Boys	Girls
2014	63.3%	58.5%	69.0%	71.9	65.3	61.6	63.4	59.5
2015	73.4%	69.2%	82.3%	84.4	81.3	79.7	75.0	74.5
2016	71.5%	67.1%	80.3%	83.7	75.5	73.8	76.9	75.4

2017								
------	--	--	--	--	--	--	--	--

WASSCE Core Subjects Pass Rates

Year	Percentage (%) Pass rate							
	Math		English		Science		Social Studies	
	Boys	Girls	Boys	Girls	Boys	Girls	Boys	Girls
2013	84.6%	78.5%	97.0%	96.7%	94.0%	91.5%	98.2%	97.7%
2014	70.8%	55.6%	75.9%	73.5%	56.5%	48.8%	79.9%	73.0%
2015	38.7%	33.3%	69.5%	66.2%	35.1%	32.6%	66.2%	64.6%
2016								

From the Table above the WASSCE performance for all the core subjects has been decreasing with the worst performance in the year 2015. This appalling rate of performance can be linked with indiscipline of students and inadequate resources to ensure quality teaching and learning activities. This has brought about the low performance at the SHS level in the metropolis. There is the need to increase the performance at the Secondary level in order to help candidates obtain qualification into the Tertiary educational level, trainings and also engage in other jobs. To increase the performance in the Metropolis at the Secondary level, there is the need to instill discipline in students of today to take away any form of uncultured act as well as laziness. Also the Government should allocate more resources into the educational sector to enable it to undertake its activities and impart positively on students. Also Ghana Education Service should put in measures to end indiscipline in teachers. A continual check on the activities of educational section by the Metropolis will also help put stakeholders on their toes.

1.3.17.2 Health

Health is defined by the World Health Organization as a state of complete physical, mental and social well-being, not merely the absence of disease or infirmity. This definition brings the argument that health deals with the general wellbeing of humans. Hence good health is very necessary in the development of every society. The future of a healthy society is definitely brighter than that of poor health society. When the people who live in a society has good health, they are able to work hard and increase productivity and hence basis for development. Good health is associated with availability of health facilities, professionals, access to health facilities and affordability of health care as well as conditions of healthcare.

1.3.17.2.1 Health Facilities

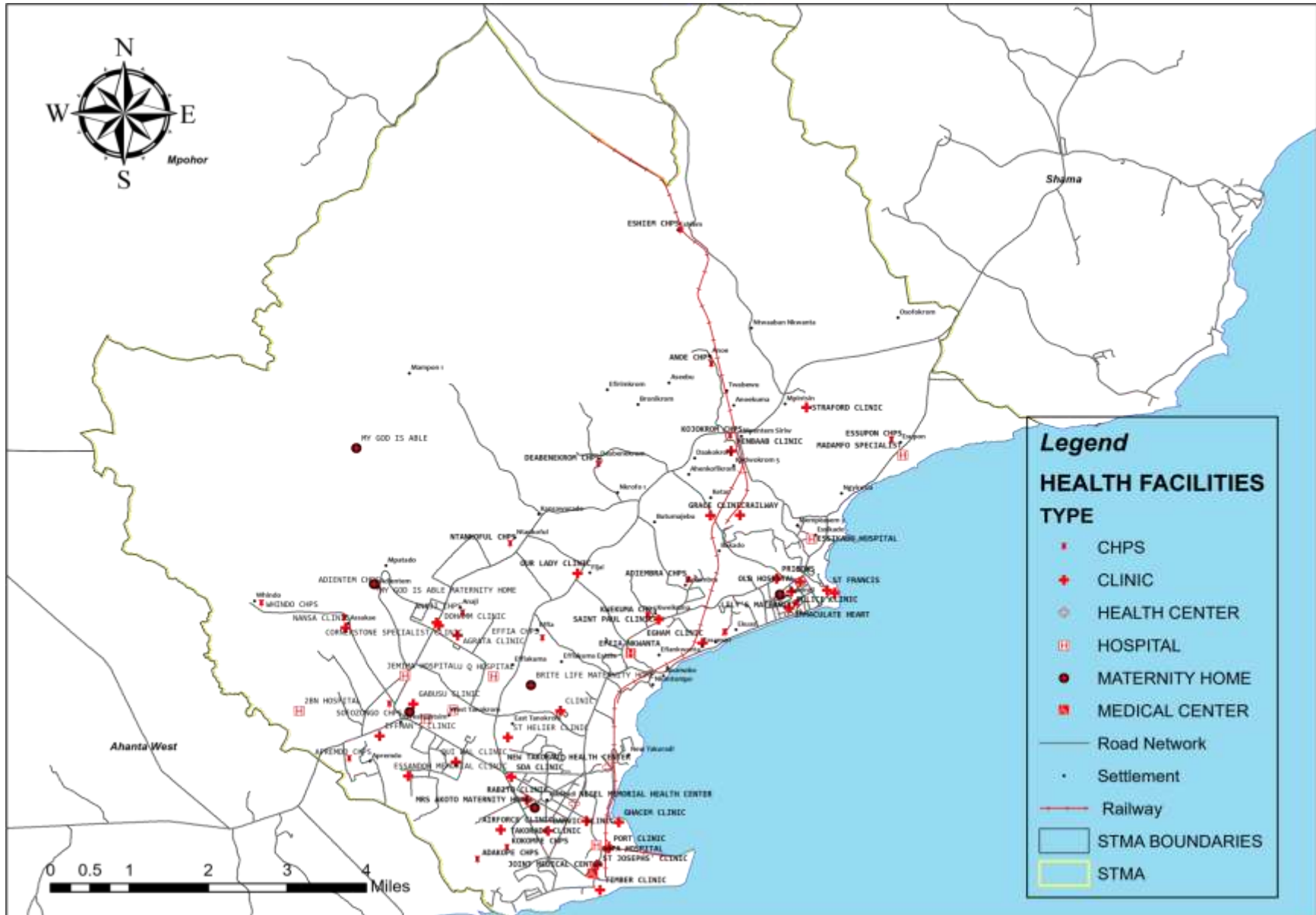
The Sekondi-Takoradi Metropolitan Assembly has eighty-one health facilities comprising hospitals, health centers, clinics, maternity homes and Community-Based Health and Planning System (CHPS). The metropolis has nine (9) hospitals, three (3) health centers, forty-two (42) clinics, four (4) maternity homes and twenty-three (23) CHPS. It should be noted that thirteen (13) out of the twenty-three CHPS do not have physical structures.

Attention should be drawn to the fact that forty-two clinics are located within the metropolis, however, forty-one of them are privately own. This means that majority of people cannot access these facilities especially when they are not National Health Insurance accredited since their charges are always very high beyond the strength of an average person in the metropolis. Also, considering the population of the metropolis and the number of health facilities, there is the need to provide more facilities to march the increasing population if not there will come a time in the near future where the existing facilities will be over-stretched and deteriorate at a higher speed thereby not able to cater for the health needs of the general populace. The table below shows the health facilities and their ownership types within the metropolis.

Category	Government	Private	QUASI	CHAG	Total
<i>Hospital</i>	4	2	2	1	9
<i>Health Centers</i>	2	0	0	1	3
<i>Clinics</i>	1	41	0	0	42
<i>Maternity Home</i>	0	4	0	0	4
<i>CHPS</i>	23	0	0	0	23
Total	30	47	2	2	81

Source: Metro Health Directorate, 2016

SPATIAL DISTRIBUTION OF HEALTH FACILITIES IN THE SEKONDI-TAKORADI METROPOLITAN ASSEMBLY



1.3.17.2.2 Top Diseases

The nine (9) top disease cases in the Metropolis are shown in the Table below. From the table below, Malaria remains the highest disease recorded within the Metropolis (2014-2016). The highest malaria records in the year 2014. However, the case of malaria within the metropolis is reducing. For instance, in 2015 the malaria cases reduced by 24,844 and in 2016, the cases reduced by 7,061. This can be attributed to the efforts and programs organized by the Ghana health Service to enlighten the public on the use of treated mosquito nets as well as the communal labor organized by the Sekondi Takoradi Metropolitan Assembly every month to clean the metropolis thereby making the environs clean and destroying breeding places of mosquitoes. Nonetheless there is still room for improvement and more efforts should be done to help reduce the occurrence of malaria within the metropolis. It should be noted that, Guinea worm cases has reduced drastically with only one occurring in 2016. The constant sensitization of the public and the initiative by the Ghana Health Service and some Non-Governmental Organizations has led to this drastic reduction.

Disease	2014	2015	2016
Malaria	98,980	74,136	67,075
Measles	37	22	25
Cholera	426	86	7
Guinea Worm	0	0	1
Meningitis	84	62	70
Tuberculosis	250	260	230
YF	2	4	10
AFP	4	6	3

Source: Metropolitan Health Directorate, 2016

Non-communicable diseases seem to be on the increase in the metropolis. Sickle Cell for instance increased by 131 in 2015 and 84 in 2016. Even though efforts have been made through public lectures to educate residence on sickle cell disease, it can be said that many do not put it into practice thereby causing the increase in this disease in the metropolis. More attention should be paid to the Hypertension disease since it is the non-communicable disease with the highest occurrence in the metropolis.

Non-communicable Disease in the Metropolis

Disease	2014	2015	2016
Sickle Cell Disease	430	561	645
Epilepsy	276	326	392
Diabetes	1,676	4,042	2,025
Hypertension	4,900	10,396	7,217

Source: Metro Health Directorate, 2016

1.3.17.2.3 National Health Insurance Scheme (NHIS)

The National Health Insurance Scheme (NHIS) is a scheme that covers the financial cost of healthcare of its beneficiaries. Nonetheless, it does not cover all health situations but can help the average Ghanaian to access basic healthcare. The table below gives data on the number of people who attended hospital and have NHIS or not for the years 2013-2016.

Status	2013	2014	2015	2016
Insured	439,588	473,887	531,280	443,648
Not-insured	90,493	124,867	140,949	192,429
Total	584,081	598,754	672,229	636,077

Source: Metro Health Directorate, 2016

The number of insured people who access healthcare keeps increasing until 2016 where it reduces. The reduction can be as a result of people not having money to renew their insurance or the reduction in the number of insured people who attend hospital. On the contrast, the number of people not insured keeps increasing over the years. It can be deduced that either people are losing interest in the scheme or they do not have the financial strength to register under the scheme. Since this scheme is to help the average Ghanaian access basic healthcare, it is necessary for the metropolis to liaise with the health directorate to put in measures to educate people on the need to insure themselves and help them identify ways of saving for the registration.

1.3.17.2.4 Mortality Rate

Mortality rate deals with the number deaths in a particular population at a particular period of time. The concern of mortality is always geared toward infant mortality and maternal mortality. The mortality of the metropolis is also analyzed based on the infant and the mothers. Constant reduction in the mortality rate indicates a well-delivery health care system.

1.3.17.2.4.1 Infant Mortality

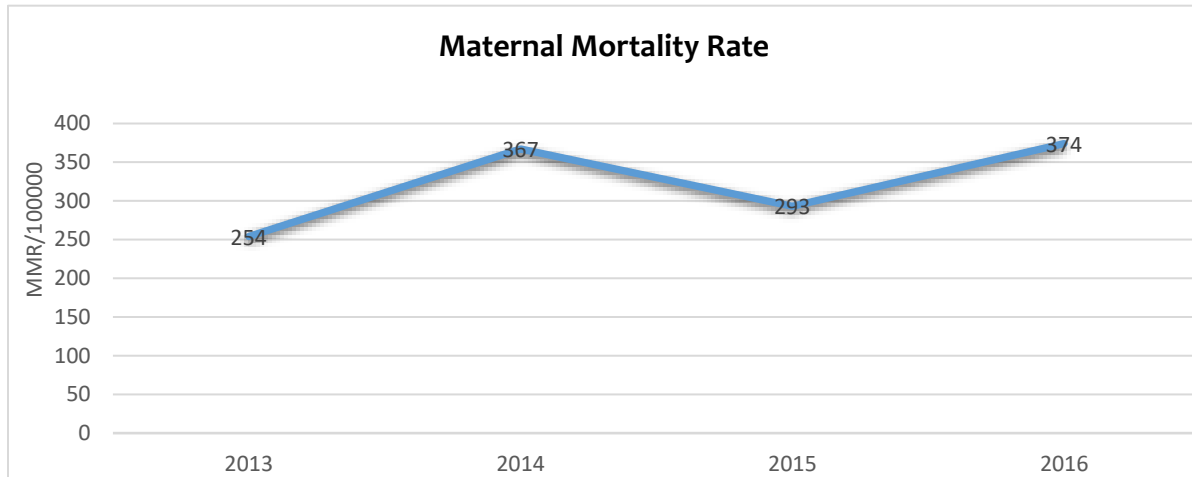
Infant mortality is the number of deaths per thousand (1000) live births of children under one year of age. The rate of infant mortality in the metropolis has its peak in 2015 as 22.5%. This however decreased in the next year to 21.2% which is a plus for the metropolis. Although the mortality rate in infants decreased in 2016, the rate (21.2%) is considered high and should be reduced. There is still room for improvement regarding infant mortality. Therefore, the Metropolitan Health Directorate should bring up programs to enlighten pregnant women on things to do and healthy living so that their babies will be healthy during and after child birth.

Variable	2014	2015	2016
<i>No. of Infant Deaths</i>	228	245	227
<i>Rate of Infant Deaths</i>	20.4	22.5	21.2

Source: Metro Health Directorate, 2016

1.3.17.2.4.2 Maternal Mortality

Although, there has been an improvement in the maternal healthcare in the Sekondi-Takoradi Metropolis over the past years with the introduction of PROMISE, the pace has been very slow. The maternal mortality rate decreased from 367 per 100,000 live births in 2014 to 293 in 2015, however, the Metro could not sustain the decline hence it increased to 374 in 2016.



Source: Metro health directorate, Annual Report 2016

The high mortality rate and still birth has been a major challenge which needs to be addressed through the mobilization of physical and social resources. The midwives must enhance the pregnancy school methodology to encourage pregnant women to increase intake of iron rich diet and their iron supplements to prevent anemia since hemorrhage was a major cause of maternal death in the Metropolis. There is also the need to intensify education among the populace especially women to address the ANC attendance and hospital delivery in the communities. The role of men in accompanying pregnant women will enhance ANC attendance and also improve in the hospital delivery through emotional and psychological support to the mother and the fetus by the man.

Maternal death within the metropolis is caused by a number of diseases which include; hemorrhage (14 deaths), PIH (Hypertensive Disease (10 deaths), Cardiogenic Shock (3 deaths), Sickle Cell (3 deaths), Ruptured Uterus (3 deaths) and others (16 deaths). It can be deduced that most maternal deaths are caused by hemorrhage. Therefore, more attention should be paid to hemorrhage disease in pregnant women. To deal with the overall maternal mortality rate in the metropolis, there should be education to address ANC attendance and hospital delivery in the communities, encourage midwives to teach pregnant women to increase intake of iron rich diet and their iron supplements to prevent anaemia and the introduction of the domiciliary midwifery to increase ANC and supervised delivery.

1.3.17.2.5 Human Immunodeficiency Virus and Acquired Immune Deficiency Syndrome [**HIV & AIDS**]

The Sekondi-Takoradi Metropolitan Assembly has been implementing ‘Programme for Local Action’ on HIV and AIDS Activities. The main goal of the project is to reduce HIV infections in the Metropolis through joint action of all stakeholders, especially Local NGOs, FBOs, Assembly members and Staff. Also, there is an STMA workplace programme in place which is aimed at building the capacity of Assembly members, staff and clients to reduce infection of HIV among them.

The table below gives the records on HIV and AIDS in the Metropolis. The table shows that there is a reduction in the cases of HIV. In 2014 the cases were 24.6 and reduced to 19.0.

Year	No. Tested	No. Positive	% Positive
2014	183	45	24.6
2015	225	29	12.9
2016	226	43	19.0

Source: Metro Health Directorate, 2016.

The table below depicts HIV trends in the Metropolis based on the four (4) main sentinel sites in the Western Region.

Year	National	Western Region	Sekondi/Takoradi
2013	1.9	2.4	3.8
2014	1.6	2.4	4.0
2015	1.8	2.0	2.8
2016	2.4	2.5	3.0

According to the National HIV & AIDS Strategic Plan 2016-2020, Ghana is classified as having a generalized HIV epidemic. Over the last decade HIV prevalence in the country has remained on average around 2% in adults 15-49 years according to the Ghana Demographic and Health Service (GDHS 2014), with significant variations across the country. HIV prevalence among pregnant women has been above 1% over the past seven years. The prevalence among key population, i.e. Men-Who-Have-Sex-With Men

(MSM), Female Sex Workers (FSWs), Persons-Who-Inject-Drugs (PWIDs) and prisoners is disproportionately high compared to the general population: five times higher among FSWs and more than eight times higher among MSM.

Sekondi-Takoradi in the Western region, now called the oil city of Ghana, is experiencing a surge in prostitution. The place has become a melting pot of various cultures, foreign and local. This attests to the Metropolis leading the HIV prevalence in the Western Region, 2.8% compare to the whole region's prevalence of 2.0% and the national prevalence of 1.8% according to the 2015 HIV Sentinel Survey Report. The figure has increased again according to the 2016 HIV Sentinel Survey Report; 3.0%, 2.5% and 2.4% for the Metropolis, Western Region and National respectively. Despite several HIV prevention interventions over the past years implemented by the Assembly in collaboration with NGOs to reduce the prevalence rate, the metropolis has consistently over the past four years led the Western Region prevalence rate chart according to the regional statistics. The situation may be worsened if efforts are not directed to curtail the rise in child prostitution in the region.

HIV Statistics (2013-2016)

CATEGORY	2014					
	INDICATORS					
	Clinical Care	ART	New Client on Co-trimoxazole prophylaxis	Deaths	Lost to Follow up	On Second Line
ADULT MALE	99	57	78	6	0	21
ADULT FEMALE	316	181	218	20	0	45
CHILD MALE	14	4	12	0	0	0
CHILD FEMALE	17	11	14	0	0	1
TOTAL	446	253	322	26	0	67

CATEGORY	2015						CATEGORY	2016					
	INDICATORS							INDICATORS					
	Clinical Care	ART	New Client on Co-trimoxazole prophylaxis	Deaths	Lost to Follow up	On Second Line		Clinical Care	ART	New Client on Co-trimoxazole prophylaxis	Deaths	Lost to Follow up	On Second Line
ADULT MALE	172	66	154	17	0	0	ADULT MALE	209	181	159	15		2
ADULT FEMALE	537	280	415	18	1	4	ADULT FEMALE	443	260	367	15		5
CHILD MALE	32	13	29	1	0	0	CHILD MALE	21	15	10	5		0
CHILD FEMALE	22	10	16	0	0	0	CHILD FEMALE	27	10	8	0		0
TOTAL	799	369	614	36	1	4	TOTAL	700	466	544	35		7

Source: Metro Health Directorate 2017.

From the table above the total HIV affected persons according to the Metro Health Directorate statistics in year 2013 was 400. The figure increased by 11.5% to 446 in 2014 and further increased by 79.15% in 2015 to 799. In 2016, the figure dropped by 9.89% to 700. The Assembly recorded 27 deaths in 2013 and decreased to 26 in 2014. The figure further increased by 38.46% to 36 in 2015 but decreased by 2.8% in 2016. The metropolis has been performing fairly well in respect to ART for the PLWH.

- The Assembly should contribute funds from its Internally Generated Fund to support the implementation of activities to eradicate HIV
- Ghana AIDS Commission as a matter of urgency should collaborate with GES to revive all ALERT Clubs in Schools
- Involvement of Key Stakeholders to eradicate Stigma and discrimination in the fight against HIV & AIDS
- Provision of scholarship to Orphans and Vulnerable Children (OVCs)

1.3.18 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)

The ICT sector in Ghana has advanced over the past ten (10) years and since then it has grown to become one of the important sectors in the country. The rate at which people get access to the internet, use laptops and desktop computers, as well as mobile phones at the various institutions and business companies, keeps increasing in the Sekondi-Takoradi Metropolis.

More individuals in the Metropolis own mobile phones than those who have access to strong internet and fixed telephone lines according to the population census conducted for the Sekondi-Takoradi Metropolis. The table below shows the number of individuals aged 12 years and above who own mobile phones and use the internet facility in the Metropolis.

Population 12 years and older by mobile phone ownership, internet facility usage and Gender

Gender	Population 12 years and older	Population having mobile phone	Population using internet facility
Male	199,224	142,142	45,708
Female	213,733	135,674	27,394
Total	412,957	277,816	73,102

Source: Ghana Statistical Service, 2010 Population and Housing Census

The table even shows that out of the total number of 277,816 who own mobile phones in the Metropolis, 142,142 are males and 135,674 are females; the males who own mobile phones are higher than the females. Also, out of the total population of 73,102 using internet facility, 45,708 are the number of males using the internet facility as compared to the number of females (27,394) who use the internet facility in the Metropolis. Even though, the total population of women aged 12 years and above is more than the males in the Metropolis, more males own mobile phones and use the internet facility as compared to the females.

Despite the increase in the rate at which individuals use these tools of communication, some individuals and other companies have their own set of issues to deal with; the lack of qualified managerial staff (system designing and project managing) in some companies/enterprises, shortage of IT experts in the other occupational sectors among other problems.

The rise of Information and Communication Technologies (ICTs) has been discovered as a potential factor for economic growth and social development. Information and Communication Technology (ICT) helps promote efficiency in teaching and learning process. Since ICT has been introduced as course to be studied in the education system, those computer illiterates in the rural areas get the opportunity to also improve on their computer skills during the practical sessions. ICT also helps workers to improve upon their skills and computer knowledge. The creation of an ICT ecosystem will progressively eliminate the lack of practical skills for innovation, will enhance research and development and increase productivity in the Metropolis.

Since less number of women use the internet facility, own mobile phones and computers in the Sekondi-Takoradi Metropolis, they should be empowered to use and gain ownership of the mobile phones and computers to also enjoy the benefits of these communication tools.

1.3.19 Poverty, Inequality and Social Protection

Poverty is defined as the deprivation of a households' capability to resources such as physical, societal, financial and human to nurture them when expose to hazards. This is because the social and political setting in which a household leave influences their capabilities to either get poor or stay poorer. Although, urban areas have been identified as disproportional privileged in terms of public goods and services by urban bias research (Lipton 1977). Because of low-income, price increases elimination of housing, food and fuel subsidies and decline in urban infrastructural and services makes them more vulnerable to fall into poverty.

The Metropolis is characterized by Rural-Urban migration because of the search for white-collar jobs. This has over populated the urban town and has put most children from deprived families at risk through the displacement from their original homes. Most of abandoned children in the metropolis work on the streets for money. Secondly, others live on the street permanently without family networks. The Metropolis is keen in protecting the most vulnerable in society especially women and children. To this extent, the Metropolis has institutional structures such as the Department of Social Welfare and Community Development, Ghana Health Service, Domestic Violence and Victims Support Units (DOVVSU) amongst others that need to be strengthened to beef up their efficiency. Over the years, there has been a decreasing trend in domestic violence against Women. Informal institutions such as the faith based organizations also play pivotal roles in social protection in the Metropolis.

Economic risks affect the livelihood of both rural and urban households. This is because the urban areas functions as a nodal town for the interlinkages to transfer goods and services. In view of this, a government policy to reduce subsidies from agricultural inputs will have adverse shocks on the farmer in the rural area and the consumer in the urban area. When the farmer's livelihood is affected and is unable to produce adequate quantity of food for the market, this will have two effects such as increasing the prices of food due to shortage and the importation of food which will affect the exchange rate hence increase in the cost of living for the urban poor making them more vulnerable as households in such situation have the tendency to finance their current consumption needs than to reserve resources to help them mitigate future risks.

One may notice that economic policies geared towards the enhancement of economic development must be critically assessed to evaluate the vulnerability impact it will have on the living conditions of the poor. The adverse effect of economic risk may not be limited to only a section of the population but the whole. However, such policies may have negative impacts on the wellbeing of the poor and vulnerable due to their incapability to sustain themselves as a result of unavailability of formal and informal safety nets, unlike those households who may have resources such as vehicles, savings, investment and social connections which improves their capability to cope and mitigate such risks.

Households in the Sekondi-Takoradi Metropolis live entirely in a monetized economy and become vulnerable to variations in the cost of living. They are likewise faced with overcrowding, insecurity, crimes, violence, lack of privacy, health hazards and environmental degradation. In view of this, for households in Sekondi-Takoradi to be adequately resourced to buffer risks to maintain themselves from becoming prone

to poverty. There is the need for formal and informal safety nets to raise their capabilities through risk reduction at the policy level whilst a redistributive transfer of resources may also assist in softening them.

In Sekondi-Takoradi Metropolis environmental risk is mainly caused through human activities such as migration, pollution, quarrying and construction of sub-standard buildings along flood plains leads to flooding and destruction of properties. The issue of flooding is worse in the urban areas due to high population density where a large number of people occupy a limited space. This in effect reduces the permeability of surfaces ground water and increase run off rates. Flooding in the STMA is mostly catastrophic which overwhelms the coping capabilities of households thereby making them vulnerable, thereby resorting to the NADMO for relief items to cope with the stress.

With the limited resources of the urban poor, most households are likely to secure shelter in low-lying areas which are flood-prone because they acquire such land without going through the necessary building regulations. According to some households in the Sekondi-Takoradi Metropolis, their inability to acquire legal documentation for the construction of houses is due to the bureaucratic process in acquiring a permit.

Most poor households keep their monies at home instead of the banks due to the complexity of the banking procedures. These households are more vulnerable to loss their capital during catastrophic floods than those who save their monies in the banks. The picture below shows the devastating nature of floods in the city. This risk destroys both productive and economic assets hence resources which could have been used in other economic activities are used to purchase such assets again making the affected household vulnerable to fall into poverty.

In order to prevent the challenges that are experienced with household survival strategies which affects the future human development (children) of a country, especially the girl-child from attaining a higher educational status to enhance their human capability to break the cycle of inter-generational poverty, there is the need for government and policy makers of the Assembly to assess and solve all identified risk impact which will make people to stay in poverty before implementation. For example, providing free compulsory education without the necessary facilities to accelerate human development in the area of livelihood, market access to credit, food and physical infrastructure such as water, energy and road, children from high risk households may still be redrawn from school to engage in livelihood activities hence widening the inequality gap between the middle class and poor class.

The implementation of the Livelihood Empowerment Against Poverty [LEAP] programme needs to be targeted at the poor and near poor households through appropriate programming strategies that would improve the households' capability to mitigate against economic, social and environmental shocks in order to cushion them from becoming poor and staying in poverty.

Issues

- Family Welfare issues
- Broken homes
- Abandonment of children
- Lack of monitoring of day care centres
- Lack of training for day care attendants
- Issues of juvenile delinquency
- Lack of parental skills by parents
- Neglect of disabled children
- Child abuse
- Street children

1.3.20 Science, Technology and Innovation (STI)

In today's development the application of science and technology is vital to metropolitan development. The innovation is about taking pragmatic strategies in addressing key developmental issues within the Sekondi-Takoradi Metropolis. Science is a realm of discovering the unknown. Science and technology helps us to know what has been hidden for a long time and gives ideals to deal life challenging issues as well make predictions about phenomena in the future. Science and technology has become the order of the day. Almost everything we do now definitely has a scientific aspect embedded in it. The use of science and technology is immeasurable and it plays major role in our daily lives. Whereas the use of technology is immeasurable in our lives, its effects can either be positive and negative depending on the way it used. It should be noted that some youth of today misuse science and technology in a negative way such as using the computer for fraud or watching pornography. However, science and technology is still relevance in our lives and its positives cannot be overemphasized. In this metropolis, science and technology is used in areas of communication, transportation, education, urban agriculture just to mention but a few.

1.3.20.1 Usage of STI in Communication

In the Sekondi-Takoradi metropolis, most of the communication takes place using science and technology. In the metropolis, the era where communication was done through letter writing and waiting for days or month to get a reply is over. Now communication is done through phones and computers. Previously one has to even travel over miles just to deliver a message. But now, one just need to pick a mobile phone, place a call and within some few minutes his or message has been delivered. Also people get their replies right away or in some few seconds. There exist many fast way of communication through text messages and chats. Most people within the metropolis communicate in an easy and fast way without going through the stress and taking risk of traveling far just to deliver a message. This is so because of the existence of science and technology in the metropolis.

1.3.20.2 Use of Science, technology and innovation in Business

In the Sekondi-Takoradi Metropolitan Assembly, science and technology plays a role in businesses. Businessmen in the metropolis can now use the social media to advertise their products and services rendered. One just needs to create a page on social media and advertise their business to the global market. This has helped to increase the market of most products in the metropolis. Also science and technology has exposed many people to many business plans and ways to go about their businesses to obtain the comparative advantage in the industries they operate. Hence science and technology is helping business to glow in the metropolis.

1.3.20.3 Use of Science, technology and innovation in Transportation

Science and technology has made transportation easy and cheaper in the Sekondi-Takoradi metropolis. Science and technology has made available all kinds of vehicles ranging from taxis to buses. Most people within the metropolis bore these vehicles to run their daily activities. Others have their own private vehicles that carry them around to their work places and other business centers. Also science and technology has made the transportation of goods very easy and fast in the metropolis.

1.3.20.4 Use of Science, technology and innovation in Education

Science and technology has made available gadgets and applications to help in the educational sector of the metropolis. Most students can now use the internet to research into their field of studies. There are mobile applications that many people download and use it in their studies. These applications include library, eBooks and Google search. Also most information is put on the internet for easy access. Previously, one needed to go to only the library in order to get information which sometimes the information is not available. But now almost all information can be accessed electronically with easy and in less time.

1.3.20.5 Use of Science, technology and innovation in Agriculture

Within the Sekondi-Takoradi metropolis, there is the use of science and technology in agriculture in the form of updated information and use of improved farm equipment and seeds. Farmers get information on good farm practices. Also science and technology has made available improved farm implements which include tractors, ploughs and combined harvesters. Also fertilizers are made available through science and technology which help to increase yields.

Despite the importance of science and technology in the activities of the metropolis, little investment has been made purposely in the area of science and technology. The metropolis has only one technical institute, one technical university and a few senior high schools. With the few institutions in the metropolis, the science research centers of these institutions are not adequately equipped. These schools are therefore not able to perform as expected. Also most adult are not abreast with the current science and technological trend. Some cannot even place a call by themselves and some farmers cannot do know how to use a plough. This made the use of science and technology among adults in the metropolis to be low. In the craft industry, science and technology can be used to improve the way of doing things. However, these people lack or have little knowledge on how to use science and technology. These and many others have made the use of science and technology lower than expected in the metropolis. There is the urgent call for science and technology research centers to be equipped to function efficiently. Also science and technology should be incorporated in the non-formal education unit to educate the adults on the relevance of science and technology in their daily lives and also the use of some scientific and technological equipment. The metropolis educational service should organize from time to time in-service trainings and workshops for people who want to learn about new innovations coming up. In addition, more improved way of collecting and analyzing data and collecting revenue should be employed in the management of the metropolis.

1.4 **HARMONIZED COMMUNITY NEEDS AND ASPIRATIONS WITH IDENTIFIED DEVELOPMENT PROBLEMS/ISSUES FROM PERFORMANCE REVIEW AND PROFILING**

The community needs and aspirations identified during the community needs assessments and from the communities participatory action plans have been harmonized with the summarized key development issues and scored. The scores were added together and divided by the number of

community needs and aspiration to obtain the average score of (81/50) 1.62. The high score indicates that there is a strong harmony of community needs, aspirations, and key development issues, which has implications for 2018-2021.

Scoring

Definition	Score
Strong relationship	2
Weak relationship	1
No relationship	0

Table Harmonised community needs and aspiration with identified development problems/issues from performance review and profiling

COMMUNITY NEEDS AND ASPIRATIONS	KEY IDENTIFIED ISSUES	SCORE
ECONOMIC DEVELOPMENT		
Provision of modern ovens for fish smoking	Low income among the fishermen and women	2
Provision of storage facilities	Weak linkages between agriculture and industry	1
Enforcement of fishing laws	Crude fishing methods	2
Provision of farm implements and subsidizing of fertilizers	Inadequate access to improved technology	1
Access to improved crop and livestock breeds	Inadequate access to extension and veterinary services	1
Formation of farming/ fish farming association	Depletion of fish stocks	1
Utilization of river Whin for fish farming	Inadequate aquaculture development	2
Provision of jobs for the youth	Inadequate job creation	2
Provision of modern market	Dilapidated market infrastructure	2
SOCIAL DEVELOPMENT		
Rehabilitation of classroom blocks	Dilapidated school facilities	2
Provision of public schools	Low enrolment	0
Supply of adequate teaching and learning materials	Inadequate teaching and learning materials	2
Financial support to brilliant but needy students	Inadequate scholarship programmes for girls and boys	2
Provision of disability friendly infrastructure	Inadequate disability friendly infrastructure	2
Increase BECE performance	low performance in the BECE	2
Elimination of video games centers	Proliferation of video games	2

Construction of CHPS compound and clinics	Inadequate CHPS /health centers	2
Rehabilitation of existing health centers	Dilapidated health facilities	2
Posting of nurses to Health centers/CHPS	Inadequate health personnel	2
Provision of mosquito nets	High malaria fatality	2
Provision of sanitary tools such as wheel barrows, shovels brooms, rakes etc.	Inadequate sensitization of community members on preventable diseases	0
Encourage Voluntary Counseling and Testing (VCT), condom distribution, HIV and AIDS Sensitisation, Education and Training	High HIV prevalence rate	2
Provision of sex education	Inadequate condom distribution outlets	0
Expansion of the LEAP programme for cover poor people	Inadequate number of beneficiaries under the LEAP	2
Support for the poor and vulnerable	Inadequate social intervention programmes	2
Provision of boreholes and wells and extension of pipelines to different areas	Lack of potable drinking water in some peri-urban communities	2
ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT		
Provision of quality road networks	Deplorable residential neighborhood road links	2
Expansion of roads	Congestion on the major roads	2
Maintenance of roads with road markings	Depletion of wetlands	0
Provision of regular waste bins and litter bins collection to improve sanitation conditions	Poor attitudes to waste collection	2
Waste to energy	Destructive impact of plastic waste on terrestrial, aquatic and marine ecosystems ☒ Improper management of e- waste	2
Rehabilitate existing toilets	Inadequate access to electricity at the peri-urban areas	0
Rebuilding of refuse dump platform		
Establishment of institutional toilet facilities	Pollution of water bodies and beaches	1
Sustainable urban forest management through the planting of mangroves, pocket parks and trees in Sekondi-Takoradi Metropolis	Deep deficit in public green areas, open spaces, street landscaping and beautification Encroachment on conservation areas Low institutional capacity to adapt to climate change and undertake mitigation actions Inadequate inclusion of gender and vulnerability issues in climate change actions	2
Build capacity of Institution and also engage consultant to assist institution to access global funds	Inadequate institutional capacity to access global funds	2

Training of Agriculture Field Officers to promote and introduce climate smart agriculture technologies	Negative impact of climate variability and change	2
Provision of sea defense wall	High coastal erosion	2
Provision of storm drains	Poor drainage system	2
Control of air and noise pollution	Air and noise pollution, especially in urban area	2
Provision of shelter for the urban poor	Majority of the housing stock is in a state of disrepair	1
Implementation of layouts to control development	Uncontrolled development	2
GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY		
Completion of sub-metro structure	Non-functional sub-structures (Urban and Town Councils)	2
Provide adequate personnel at the sub-metros	Inadequate personnel at the Sub-Metro level	2
Increase the performance of the Assembly's IGF	Low revenue mobilization	2
Enforcement of the bye-law	Weak enforcement of rules and bye-laws in the Metropolis	2
Provision of logistics	Inadequate and reliable data-base to inform decision making	0
Provision of automated system of revenue collection	leakages in revenue mobilization	2
Control of crime	Inadequate police stations	1
Provision of street lights	Inadequate Security services personnel	2
Deepen social accountability	Lack of notice boards and other platforms for pictorial display of projects information, revenue and expenditure of the Assembly to the general public	2

1.5 SUMMARY OF KEY DEVELOPMENT ISSUES

The harmonised key development issues identified in the performance review of the previous plan for 2014-2017, the metro profiling and the community needs and aspirations with implication for 2018-2021 is presented in a matrix under GSGDA II as indicated in table 7 below;

Table: Key development issues under GSGDA II with implication for 2018-2021

Thematic areas of GSGDA II	Key development issues under GSGDA II with implication for 2018-2021
Enhancing Competitiveness of Ghana's Private Sector	Inadequate job creation
	Inadequate managerial and technical skills
	Inadequate and unreliable infrastructure
	Considerable decline in key industries outputs
	Low level of mechanization
	Weak linkages between agriculture and industry
	Inadequate credit facilities to expand businesses
	High cost of hospitality services
Accelerated Agricultural Modernization and sustainable Natural Resource management	Inadequate access to extension and veterinary services
	Crude fishing methods
	Depletion of fish stocks
	Low income among the fishermen and women
	Low crop yield
	Indiscriminate waste disposal
	Poor attitudes to waste collection
	Pollution of water bodies and beaches
	Depletion of wetlands
High coastal erosion	
Infrastructure and Human Settlement Development	Inadequate access to electricity at the peri-urban areas
	Congestion on the major roads
	Frequent break downs of cargo trucks on the high street
	Unregulated parking of the heavy duty vehicles
	Deep deficit in public green areas, open spaces, street landscaping and beautification
	Threat of the monkey hill conservation forest

	Deteriorated and inadequate markets infrastructure
	Deplorable residential neighborhoods road links
	High rent cost
	Majority of the housing stock is in a state of disrepair
	There are vast tracts of "unused" land and dilapidated vacant or under-utilized government properties
	Congestion in built-up areas leading to the development of Slum condition
	Encroachment on Government Lands
	Uncontrolled development
	Lack of potable drinking water in some peri-urban of the Metropolis
	Irregular supply of water in the Urban areas
	Inadequate capacity for waste management
	Poor drainage system in the Metropolis
	The Sekondi-Takoradi drainage master plan has only been partially implemented
Human Development, Productivity and Employment	Inadequate educational facilities
	Inadequate disability friendly infrastructure
	Inadequate scholarship programmes for girls
	Inadequate teaching and learning materials
	High number of untrained teachers in the private school
	Lack of supervision at the basic level
	low performance in the BECE
	Inadequate health facilities in some communities
	Inadequate sensitization of community members on preventable diseases
	High HIV prevalence rate
	Inadequate condom distribution outlets
	The increasing number of sex workers as a result of oil and gas discovery
	Inadequate number of beneficiaries under the LEAP

	Abonnement of children
	Neglect of disabled children
	Increase in broken homes
	Increase in street children
	Increase in Child abuse
	Lack of monitoring of daycare centres and training for day care attendants
	Issues of juvenile delinquency
	Inadequate social intervention programmes
	High level of unskilled youth
	Deteriorated and inadequate sports facilities
	Disparity in sports development especially lesser known sports
Transparent, Responsive and Accountable Governance	Inadequate police stations
	Inadequate Security services personnel
	Non-functional sub-structures (Urban and Town Councils)
	Inadequate personnel at the Sub-Metro level
	Non-functioning of some decentralized departments (Transport, Natural Resources Conservation Dept. Forestry Game and Wildlife Division)
	Low revenue mobilization
	Weak enforcement of rules and bye-laws in the Metropolis
	Inadequate and reliable data-base to inform decision making
	Weak and bureaucracy in client service
	Semi-automation system of revenue collection
	Leakages in revenue mobilization
	Lack of notice boards and other platforms for pictorial display of projects information, revenue and expenditure of the Assembly to the general public

1.6 IDENTIFIED DEVELOPMENT ISSUES UNDER GSGDA II AND AGENDA FOR JOBS

For continuity of relevant ongoing programmes and in accordance with Chapter 6, Article 35 (7) of the 1992 Constitution of Ghana, the issues associated with programmes and projects commenced under GSGDA II, 2014-2017 have been harmonised with the issues of the Agenda for Jobs, 2018-2021. The set of the two issues matched to determine their relationships in terms of similarity for adoption presented in the table below;

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

GSGDA II, 2014-2017		AGENDA FOR JOBS, 2018-2021	
THEMATIC AREAS	ISSUES	DEVELOPMENT DIMENSION/ THEMATIC AREA	ISSUES
Enhancing Competitiveness of Ghana's Private Sector	Inadequate job creation	Economic Development	Lack of contiguous land for large-scale industrial development
	Inadequate managerial and technical skills		Distressed but viable industries
	Inadequate and unreliable infrastructure		Limited local participation in economic development
	Considerable decline in key industries outputs		Limited number of skilled industrial manpower
	Low level of mechanization		High cost of capital, Limited availability of medium to long term financing
	Weak linkages between agriculture and industry		Limited access to credit by SMEs
	Inadequate credit facilities to expand businesses		Poor marketing systems
	High cost of hospitality services		High cost of production inputs
Accelerated Agricultural Modernization and sustainable Natural Resource management	Inadequate access to extension and veterinary services		Inadequate development of and investment in processing and value addition
	Crude fishing methods		Low application of technology especially among smallholder farmers leading to comparatively lower yields
	Depletion of fish stocks		Low level of irrigated agriculture
	Low income among the fishermen and women		Seasonal variability in food supply and prices
	Low crop yield		Inadequate agribusiness enterprise along the value chain
	Indiscriminate waste disposal		Limited application of science and technology

	Poor attitudes to waste collection		Lack of youth interest in agriculture
	Pollution of water bodies and beaches		Weak extension services delivery
	Depletion of wetlands		Low levels of private sector investment in aquaculture (small-medium scale producers)
	High coastal erosion		Over-exploitation of fisheries resources
Infrastructure and Human Settlement Development	Inadequate access to electricity at the peri-urban areas		Weak involvement of communities in fisheries resource management
	Congestion on the major roads		Weak coordination among the MDAs on issues related to the creative arts industry
	Frequent break downs of cargo trucks on the high street	Social Development	Negative perception of TVET
	Unregulated parking of the heavy duty vehicles		Low participation in non-formal education
	Deep deficit in public green areas, open spaces, street landscaping and beautification		Inadequate and inequitable access to education for PWDs and people with special needs at all levels
	Threat of the monkey hill conservation forest		Poor linkage between management processes and schools' operations
	Deteriorated and inadequate markets infrastructure		Inadequate funding source for education
	Deplorable residential neighborhoods road links		Gaps in physical access to quality health care
	High rent cost		Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases
	Majority of the housing stock is in a state of disrepair		High stigmatization and discrimination of HIV and AIDs
	There are vast tracts of "unused" land and dilapidated vacant or under-utilized government properties		Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups
	Congestion in built-up areas leading to the development of Slum condition		High incidence of HIV and AIDS among young persons
	Encroachment on Government Lands		Periodic shortages of HIV& AIDS commodities (ARV's, Test Kits, Condoms)

	Uncontrolled development	High fertility rate among adolescent
	Lack of potable drinking water in some peri-urban of the Metropolis	Inadequate coverage of reproductive health and family planning services
	Irregular supply of water in the Urban areas	Inadequate sexual education for young people
	Inadequate capacity for waste management	Untapped benefits of the youth bulge
	Poor drainage system in the Metropolis	Increasing demand for household water supply
	The Sekondi-Takoradi drainage master plan has only been partially implemented	Poor planning for water at MMDAs
Human Development, Productivity and Employment	Inadequate educational facilities	Inadequate maintenance of facilities
	Inadequate disability friendly infrastructure	Low levels of material for re-use and recycling
	Inadequate scholarship programmes for girls	High prevalence of open defecation
	Inadequate teaching and learning materials	High user fee for sanitation services
	High number of untrained teachers in the private school	Poor sanitation and waste management
	Lack of supervision at the basic level	Low level of investment in sanitation sector
	low performance in the BECE	Poor quality of services for children and families
	Inadequate health facilities in some communities	Weak capacity of caregivers
	Inadequate sensitization of community members on preventable diseases	Inadequate care for the aged
	High HIV prevalence rate	Unfavorable socio-cultural environment for gender equality
	Inadequate condom distribution outlets	Gender disparities in access to economic opportunities
	The increasing number of sex workers as a result of oil and gas discovery	Inadequate and limited coverage of social protection programmes for vulnerable groups
	Inadequate number of beneficiaries under the LEAP	Inadequate opportunities for persons with disabilities to contribute to society
	Abandonment of children	High unemployment rate amongst PWDs
	Neglect of disabled children	Low participation of Persons with disability in decision making

	Increase in broken homes		Lack of physical access to public and private structures for PWDs
	Increase in street children		Limited opportunities for youth involvement in national development
	Increase in Child abuse		Inappropriate and poor maintenance of sporting and recreational facilities
	Lack of monitoring of daycare centres and training for day care attendants	Environment, Infrastructure and Human Settlement	Worsened environmental pressures in both the coastal and marine zones
	Issues of juvenile delinquency		Vulnerability of coastal zone to the impact of climate change
	Inadequate social intervention programmes		Potential rise in sea level resulting in wetland flooding
	High level of unskilled youth		Improper management of E- waste
	Deteriorated and inadequate sports facilities		Concerns of air and noise pollution especially in urban areas
	Disparity in sports development especially lesser known sports		Low economic capacity to adapt to climate change
Transparent, Responsive and Accountable Governance	Inadequate police stations		Loss of trees and vegetative cover
	Inadequate Security services personnel		Degraded landscapes
	Non-functional sub-structures (Urban and Town Councils)		Weak legal and policy frameworks for disaster prevention, preparedness and response
	Inadequate personnel at the Sub-Metro level		Poor quality and inadequate road transport network
	Non-functioning of some decentralized departments (Transport, Natural Resources Conservation Dept. Forestry Game and Wildlife Division)	Inadequate investment in road transport infrastructure provision and maintenance	
	Low revenue mobilization	Lack of operational standards for public transport services	
	Weak enforcement of rules and bye-laws in the Metropolis	Rapid deterioration of roads	
	Inadequate and reliable database to inform decision making	Inadequate facilities for PWDs in the transport system	
	Weak and bureaucracy in client service	Limited and poor rail network	
	Semi-automation system of revenue collection	Recurrent incidence of flooding	

	leakages in revenue mobilization	Poor drainage system
	Lack of notice boards and other platforms for pictorial display of projects information, revenue and expenditure of the Assembly to the general public	Silting and choking of drains
		Poor landscaping
		Weak enforcement of planning and building regulations
		Scattered and unplanned human settlements
		Growing housing deficit
		Inadequate housing infrastructure services
		Limited public investments in low cost housing
		Congestion and overcrowding in urban areas
		Growth of slums
		Rapid growth of slums in cities and towns
		Proliferation of slums
		Deep deficit in public green areas, open spaces, street landscaping and beautification
		Low institutional capacity to adapt to climate change and undertake mitigation actions
		Inadequate institutional capacity to access global funds
		Negative impact of climate variability and change
Encroachment on conservation areas		
Deteriorating conditions in slums		
Limited investments in social programmes in Zongos and inner cities		

Where there were similarities, the similar issues from the GSGDA II were adopted by replacing them with those of the Agenda for Jobs together with their corresponding goals, sub-goals and focus area. The adopted dimensions and issues for the DMTDP presented in the table below;

Table Adopted Development Dimensions and Issues of SMTDP of MMDA's

DMTDP DIMENSIONS 2018-2021	ADOPTED ISSUES
Economic Development	Lack of contiguous land for large-scale industrial development Distressed but viable industries Limited local participation in economic development Limited number of skilled industrial manpower High cost of capital, Limited availability of medium to long term financing Limited access to credit by SMEs Poor marketing systems High cost of production inputs Inadequate development of and investment in processing and value addition Low application of technology especially among smallholder farmers leading to comparatively lower yields Low level of irrigated agriculture Seasonal variability in food supply and prices Inadequate agribusiness enterprise along the value chain Limited application of science and technology Lack of youth interest in agriculture Weak extension services delivery Low levels of private sector investment in aquaculture (small-medium scale producers) Over-exploitation of fisheries resources Weak involvement of communities in fisheries resource management Weak coordination among the MDAs on issues related to the creative arts industry
Social Development	Negative perception of TVET Low participation in non-formal education Inadequate and inequitable access to education for PWDs and people with special needs at all levels Poor linkage between management processes and schools' operations Inadequate funding source for education Gaps in physical access to quality health care Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases High stigmatization and discrimination of HIV and AIDS Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups

	High incidence of HIV and AIDS among young persons
	Periodic shortages of HIV& AIDS commodities (ARV's, Test Kits, Condoms)
	High fertility rate among adolescent
	Inadequate coverage of reproductive health and family planning services
	Inadequate sexual education for young people
	Untapped benefits of the youth bulge
	Increasing demand for household water supply
	Poor planning for water at MMDAs
	Inadequate maintenance of facilities
	Low levels of material for re-use and recycling
	High prevalence of open defecation
	High user fee for sanitation services
	Poor sanitation and waste management
	Low level of investment in sanitation sector
	Poor quality of services for children and families
	Weak capacity of caregivers
	Inadequate care for the aged
	Unfavorable socio-cultural environment for gender equality
	Gender disparities in access to economic opportunities
	Inadequate and limited coverage of social protection programmes for vulnerable groups
	Inadequate opportunities for persons with disabilities to contribute to society
	High unemployment rate amongst PWDs
	Low participation of Persons with disability in decision making
	Lack of physical access to public and private structures for PWDs
	Limited opportunities for youth involvement in national development
	Inappropriate and poor maintenance of sporting and recreational facilities
Environment, Infrastructure and Human Settlement	Worsened environmental pressures in both the coastal and marine zones.
	Vulnerability of coastal zone to the impact of climate change
	Potential rise in sea level resulting in wetland flooding
	Improper management of E- waste
	Concerns of air and noise pollution especially in urban areas
	Low economic capacity to adapt to climate change
	Loss of trees and vegetative cover
	Degraded landscapes
	Low institutional capacity to adapt to climate change and undertake mitigation actions
	Inadequate institutional capacity to access global funds
	Encroachment on conservation areas

	Weak legal and policy frameworks for disaster prevention, preparedness and response
	Poor quality and inadequate road transport network
	Inadequate investment in road transport infrastructure provision and maintenance
	Lack of operational standards for public transport services
	Rapid deterioration of roads
	Inadequate facilities for PWDs in the transport system
	Limited and poor rail network
	Recurrent incidence of flooding
	Poor drainage system
	Silting and choking of drains
	Poor landscaping
	Weak enforcement of planning and building regulations
	Scattered and unplanned human settlements
	Growing housing deficit
	Inadequate housing infrastructure services
	Limited public investments in low cost housing
	Congestion and overcrowding in urban areas
	Growth of slums
	Rapid growth of slums in cities and towns
	Proliferation of slums
	Deteriorating conditions in slums
	Limited investments in social programmes in Zongos and inner cities
Governance, Corruption and public Accountability	Ineffective sub-district structures
	Poor service delivery at the local level
	Poor coordination in preparation and implementation of development plans
	Weak spatial planning capacity at the local level
	Inadequate exploitation of local opportunities for economic growth and job creation
	Limited capacity and opportunities for revenue mobilization
	Limited implementation of fiscal decentralization policy
	Weak involvement and participation of citizenry in planning and budgeting
	Weak capacity of CSOs to effectively participate in public dialogue
	Weak coordination of the development planning system
	Lack of a comprehensive database of public policies
	Weak research capacity of MDAs and MMDAs
	Inadequate and poor quality equipment and infrastructure
	Weak relations between citizens and law enforcement agencies
	Inadequate ownership and accountability for national development at all levels

CHAPTER TWO DEVELOPMENT ISSUES FOR 2018-2021

2.1 INTRODUCTION

This chapter shows the development priorities of the Metro under each goal. These priorities were derived from the key development issues identified. The priorities also reflect the inputs of communities' needs assessment within the four sub-metros. The Potentials, Opportunities,

Constricts and Challenges [POCC] analysis is also captured in this chapter as well as the development prospects of the Metro.

2.2 POTENTIALS, OPPORTUNITIES, CONSTRICTS AND CHALLENGES [POCC] ANALYSIS

The Sekondi-Takoradi Metropolitan Assembly although thrive with opportunities and potentials, there are some constraints and challenges that need to be overcome to enable the Metropolitan fast-track the pace of development in the Metropolis. The Potentials of the STMA refer to factors, advantages and resources which when utilized can enable the Assembly to overcome its challenges to improve on its socio-economic development. The Opportunities are external factors that positively influence development in the Metropolis.

Constraints are disadvantages emanating from internal factors such as institutional, and physical resources that act against development. Challenges are obstacles that may hamper smooth development efforts. The details of the potentials, opportunities, constraints and challenges (POCC) analysis of the Sekondi-Takoradi Metropolitan Assembly is stated below.

ECONOMIC DEVELOPMENT

KEY DEVELOPMENT ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Low level of mechanization	<ul style="list-style-type: none"> ✦ Promote Local Economic Development ✦ Training of the youth in artisanal skills with start-up capital 	<ul style="list-style-type: none"> ✦ Liaise with financial institutions to provide business support funds ✦ Government support for the private sector 	<ul style="list-style-type: none"> ✦ Lack of funds 	<ul style="list-style-type: none"> ✦ Uncontrolled activities of the mechanics/artisans
Conclusion: the issue of low mechanization can be addressed through the promotion of the Local Economic Development, training of the youth with start-up capitals.				
Limited Managerial Skills of the MSMES	<ul style="list-style-type: none"> ✦ Presence of Business related Tertiary Institutions such as Polytechnic & other commercial institutions ✦ Availability of Business & Managerial Experts 	<ul style="list-style-type: none"> ✦ Government support ✦ Managerial training and education for MSMES 	<ul style="list-style-type: none"> ✦ Lack of accurate data on persons in business without managerial skills ✦ Lack of training tools for the MSMES 	<ul style="list-style-type: none"> ✦ Lack of a national framework to boost the private sector ✦ Lack of access to requisite Managerial Skills
Conclusion: the limited managerial skills can be positively addressed through the collection of data, provision of training and educational tools and the provision of funding under the Social Investment Fund Urban Small Scale Support Scheme				
High incidence of Youth under-employment and unemployment plus a rather buoyant informal sector in the Metropolis	<ul style="list-style-type: none"> ✦ Motivate graduates to take-up employment with the Metropolitan Assembly and other sectors like education ✦ Abundant Labour ✦ Presence of the service sector ✦ Training of the youth in artisanal skills with start-up capital 	<ul style="list-style-type: none"> ✦ National Youth Employment Programme ✦ Government support for the private sector ✦ Upgrade artisans enclave 	<ul style="list-style-type: none"> ✦ Limited support to skills training ✦ Lack of credit facilities 	<ul style="list-style-type: none"> ✦ High graduate unemployment ✦ Low support for Technical and Vocational Institutions
Conclusion: the issue of high incidence of youth unemployed can be addressed through the Upgrading of Artisanal enclaves, NYEP and LESDEP.				
Inadequate Public Private Partnership in investing in modern infrastructure	<ul style="list-style-type: none"> ✦ Creating the environment to boost PPP arrangements ✦ Available resourced areas should be well identified 	<ul style="list-style-type: none"> ✦ Government support the arrangements ✦ Private groups and individual to be on board 	<ul style="list-style-type: none"> ✦ Limited interest by stakeholders ✦ Inadequate information on PPP 	<ul style="list-style-type: none"> ✦ Lack of data

Conclusion: the issue of inadequate Public Private Partnership can be addressed through the creating of the environment, identification of resourced endowed centres, arousing the interest of stakeholders and the provision education and information.				
Uncontrolled activities of Mechanics/Artisans	<ul style="list-style-type: none"> ✦ Regulate the operations of Mechanics/Artisans ✦ Upgrade Artisans enclave into light industrial enclave ✦ Development of industrial city and warehousing enclave 	<ul style="list-style-type: none"> ✦ Assembly should help restructure Mechanics/Artisans zones ✦ Space/ land must be easily accessed. 	<ul style="list-style-type: none"> ✦ Limited financial facilities ✦ Land tenure systems 	<ul style="list-style-type: none"> ✦ Difficulty in relocation from existing zones ✦ Habit formation of some artisans
Conclusion: the issue of uncontrolled activities of mechanics/artisans can be addressed through regulating their operations and upgrading of the artisan zones				
Inadequate space for business and industrial activity	<ul style="list-style-type: none"> ✦ Tract of land available for development ✦ Commitment of land owners to give out land 	<ul style="list-style-type: none"> ✦ Assembly's policy to create artisan village ✦ Availability of zoned schemes for industrial purposes (Free Zone) 	<ul style="list-style-type: none"> ✦ Use of schemed land for other uses by land owners 	<ul style="list-style-type: none"> ✦ Competing demands on land for other uses ✦ Free Zone policy not pursued ✦ Lack of funds
Conclusion: the issue of inadequate space for business and industrial development can be addressed through the Assembly's policy to create artisan village, availability of zoned schemes for industrial purposes. The constraints and challenges can be addressed through the pursuing of the free zone policy, availability of accessed funds.				
Inadequate financial support for industrial development	<ul style="list-style-type: none"> ✦ Availability of Financial Institutions. 	<ul style="list-style-type: none"> ✦ Government support for the creative industry 	<ul style="list-style-type: none"> ✦ Inadequate Collateral 	<ul style="list-style-type: none"> ✦ Limited access to credit facilities ✦ Difficulty in loan repayment ✦ High Interest rate
Conclusion: the inadequate financial support for the industry can best be addressed through the potentials and opportunities. The constraints and challenges can be addressed through adequate collateral, low interest rate, favorable access to credit facilities and better conditions for loan repayment.				
Low agriculture production	<ul style="list-style-type: none"> ✦ Availability of farmlands ✦ Availability of interested farmers ✦ Good road network to facilitate the transportation of farm produce 	<ul style="list-style-type: none"> ✦ Donor support ✦ Presence of MOFA ✦ Monitoring by Navy, Police, Air force, Army and other force personnel ✦ Education on the negative impact of crude fishing 	<ul style="list-style-type: none"> ✦ Lack of heavy duty machines for Construction of fish ponds ✦ No financial assistance to farmers 	<ul style="list-style-type: none"> ✦ Changes of weather conditions ✦ Poor road networks

	<ul style="list-style-type: none"> ✦ Availability of extension officers ✦ Availability of private cold stores ✦ Availability of Financial Institutions ✦ Availability of fingerlings 		<ul style="list-style-type: none"> ✦ Inadequate knowledge in pond construction and management ✦ Over reliance on rain fed production ✦ Lack of logistics for monitoring 	
<p>Conclusion: the low agricultural production can be tackled with the available potentials and opportunities. The constraint and challenges can be addressed with the provision of heavy duty machines for the construction of fish ponds, availability of financial assistance, and training of personnel's in pond construction, good road networks, availability of fingerlings, refined fishing methods, logistics for monitoring by the force personnel and management and the construction of an irrigation belt.</p>				
Inadequate agro-processing facilities	<ul style="list-style-type: none"> ✦ Availability of raw materials 	<ul style="list-style-type: none"> ✦ Availability of government institutions (NBSSI) 	<ul style="list-style-type: none"> ✦ Inadequate capital 	<ul style="list-style-type: none"> ✦ Inadequate credit facilities
<p>Conclusion: NBSSI can support small scale industries to obtain financial support from Banks to process available raw materials.</p>				
Deteriorated market infrastructure and absence of integrated facilities	<ul style="list-style-type: none"> ✦ Available land for development and expansion ✦ Available of raw materials to assist in construction 	<ul style="list-style-type: none"> ✦ Support from development partners such as World bank, AFD ✦ Government programmes on District markets ✦ Availability of Build Operate and Transfer (BOT) 	<ul style="list-style-type: none"> ✦ Lack of drains and paved areas ✦ Poor maintenance culture ✦ Low IGF of Assembly 	<ul style="list-style-type: none"> ✦ Late release of DACF ✦ Inadequate development funds
<p>Conclusion: this can be addressed through training in Community Management and Maintenance in addition to construction of Integrated market facilities through BOT</p>				
Lack of awareness of the climate change and its consequences	<ul style="list-style-type: none"> ✦ Presence of NCCE ✦ Presence of public and private media houses 	<ul style="list-style-type: none"> ✦ Donor Agencies and Government Support through the Meteorological Agency 	<ul style="list-style-type: none"> ✦ Illiteracy 	<ul style="list-style-type: none"> ✦ Inadequate funds
<p>Conclusion: the issue of lack of awareness of the climate change and its consequences can be addressed through the Media and NCCE for mass education.</p>				

SOCIAL DEVELOPMENT

KEY DEVELOPMENT ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
High illiteracy rate in the rural portions of the Metropolis	<ul style="list-style-type: none"> ✦ Availability of schools within the sub metro ✦ Investment in community libraries 	<ul style="list-style-type: none"> ✦ Government support eg. Non formal education and FCUBE 	<ul style="list-style-type: none"> ✦ Indifference of parents towards education ✦ High school drop out 	<ul style="list-style-type: none"> ✦ Increasing poverty
Conclusion: the issue through the minimization of school dropout and reducing the poverty rate.				
The basic social services of health and educational facilities are deficient in quality	<ul style="list-style-type: none"> ✦ Upgrading of existing basic schools' infrastructure and provision of new ones ✦ Improvement in the quality of education at the kindergarten and primary school level 	<ul style="list-style-type: none"> ✦ Government support 	<ul style="list-style-type: none"> ✦ Lack of funds 	<ul style="list-style-type: none"> ✦ Increasing poverty
Conclusion: the issue of deficiency in the basic social services of health and educational facilities can be addressed through the upgrading of existing basic schools infrastructure, improvement in the quality of education at the kindergarten				
Low enrolment in the peri-urban portions of the Metropolis	<ul style="list-style-type: none"> ✦ Availability of teachers ✦ Availability of education facilities ✦ Existence of SMC.s/PTA 	<ul style="list-style-type: none"> ✦ Capitation Grant ✦ School Feeding Programme ✦ Existence of GETfund/D.A.C.F and Donors ✦ Teacher Award Scheme 	<ul style="list-style-type: none"> ✦ Inadequate supervision of schools ✦ Lack of parental care and guidance ✦ Lack of teachers in rural areas 	<ul style="list-style-type: none"> ✦ Inadequate logistics for supervision ✦ Low teacher allocation to the sub metro ✦ Presence of poverty
Conclusion: The capitation grant and school feeding programme could be used to encourage enrolment in the deprived schools				
Inadequate scholarship programmes for girls	<ul style="list-style-type: none"> ✦ Financial support to brilliant but needy students 	<ul style="list-style-type: none"> ✦ Support from Government and other donor agencies 	<ul style="list-style-type: none"> ✦ Inadequate data on needy students ✦ Lack of financial support 	<ul style="list-style-type: none"> ✦ Poor performance by students
Conclusion: the issue of inadequate scholarship programmes for girls can be addressed through financial support to brilliant but needy students and also obtaining the accurate data on the students				

Inadequate infrastructure and teaching materials	<ul style="list-style-type: none"> ✦ Availability of land ✦ Supply of adequate teaching and learning materials 	<ul style="list-style-type: none"> ✦ Government and donor support, eg. GETfund, CBRDP 	<ul style="list-style-type: none"> ✦ Inadequate funds 	<ul style="list-style-type: none"> ✦ Delay in the release of DACF
Conclusion: the issue can be addressed by the mobilization of funds through the Getfund and donor agencies				
Deteriorated and inadequate sports facilities	<ul style="list-style-type: none"> ✦ Provide modern public sports facilities for swimming, basketball, volley, lawn tennis, gym, boxing hall etc. 	<ul style="list-style-type: none"> ✦ Government and donor support 	<ul style="list-style-type: none"> ✦ Lack of renovation and the construction of new facilities ✦ High level of unskilled youth 	<ul style="list-style-type: none"> ✦ Inadequate funds
Conclusion: the issue of deteriorated and inadequate sports facilities can be addressed through the proviso of modern facilities, government support and the renovation of the existing facilities				
Inadequate number of beneficiaries under the social inclusion transfer	<ul style="list-style-type: none"> ✦ Ensure balance in spatial distribution of health facilities ✦ Provision of disability friendly infrastructure 	<ul style="list-style-type: none"> ✦ Inadequate social intervention programmes 	<ul style="list-style-type: none"> ✦ Lack of data 	<ul style="list-style-type: none"> ✦ Inadequate funds
Conclusion: the issue of inadequate number of beneficiaries under the social inclusion transfer can be addressed through the provision of social intervention programmes, provision of disability friendly infrastructure and also ensuring balance in spatial distribution of health facilities				
Inadequate accommodation for health workers	<ul style="list-style-type: none"> ✦ Availability of land and Construction Firms with competent Work force 	<ul style="list-style-type: none"> ✦ Support from corporate entities ✦ Government/ Donor support 	<ul style="list-style-type: none"> ✦ Inadequate funds 	<ul style="list-style-type: none"> ✦ Inadequate funding
Conclusion: Government and Donor Support could be mobilized to provide accommodation for health workers				
Inadequate information for health service planning	<ul style="list-style-type: none"> ✦ Presence of Health Directorate 	<ul style="list-style-type: none"> ✦ Support from corporate entities ✦ Government/ Donor support 	<ul style="list-style-type: none"> ✦ Poor database management system 	<ul style="list-style-type: none"> ✦ In adequate Logistics
Conclusion: the issue of inadequate information for health service planning can be addressed through Support from corporate entities, Government/ Donor support and the full utilization of the Assembly's potentials. The constraints and the challenges can be addressed through provision of adequate Logistics.				
High level of stigmatization and discrimination against people living with HIV/AIDS, STD's and TB.	<ul style="list-style-type: none"> ✦ Availability of Regional and Metro AIDS Committee 	<ul style="list-style-type: none"> ✦ Government and Donor support 	<ul style="list-style-type: none"> ✦ Inadequate education 	<ul style="list-style-type: none"> ✦ Poor attitude of the public towards HIV/AIDS, STD's and TB patients

	<ul style="list-style-type: none"> ✦ Availability of GHS, Metro Health Directorate and NGOs 			
Conclusion: Mobilize funding for NGOs and MAC to educate the general public on stigma reduction				
Poor attitude towards HIV testing	<ul style="list-style-type: none"> ✦ Availability of Regional and Metro AIDS Committee ✦ Availability of GHS, Metro Health Directorate and NGOs ✦ Presence of VCT Centre 	<ul style="list-style-type: none"> ✦ Support from corporate entities ✦ Ghana AIDs Commission and Donor support 	<ul style="list-style-type: none"> ✦ Inadequate education ✦ Fear of the unknown 	<ul style="list-style-type: none"> ✦ Stigmatization
Conclusion: Mobilize funding to embark on Massive know your status campaign				
High prevalence rate among women	<ul style="list-style-type: none"> ✦ Sensitization of community members on preventable diseases 	<ul style="list-style-type: none"> ✦ Governmental Support and other agencies 	<ul style="list-style-type: none"> ✦ Inadequate condom distribution ✦ Increasing number of sex workers 	<ul style="list-style-type: none"> ✦ Lack of education ✦ Population increase
Conclusion: the issue of high prevalence rate among women can be addressed through the sensitization of community members about preventable diseases.				
Inadequate sex –disaggregated data on specific communities	<ul style="list-style-type: none"> ✦ Availability of Statistical Officer ✦ Qualified Human Resource to Process Population Data 	<ul style="list-style-type: none"> ✦ Support from Government and NGO's 	<ul style="list-style-type: none"> ✦ Poor Database Management System 	<ul style="list-style-type: none"> ✦ Inadequate Funds and Logistics
Conclusion: Support Statistical Officer to gather sex disaggregated data for various communities				

ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT

KEY DEVELOPMENT ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Poor condition of feeder roads leading to farming communities.	<ul style="list-style-type: none"> ✦ Availability of construction materials and Agencies 	<ul style="list-style-type: none"> ✦ Government and donor support for road construction 	<ul style="list-style-type: none"> ✦ Shoddy construction works ✦ Inadequate funds 	<ul style="list-style-type: none"> ✦ Unfavorable weather conditions ✦ Inadequate funds for road projects
Conclusion: funds could be mobilized from GoG and Donors to improve the condition of feeder roads				
Majority of the arterial roads are congested beyond the optimum capacity with the epicenter being towards the city center	<ul style="list-style-type: none"> ✦ Expansion and upgrading of existing road networks ✦ Development of high rise car park ✦ Development of transit terminal for haulage trucks 	<ul style="list-style-type: none"> ✦ Government and donor support for road construction 	<ul style="list-style-type: none"> ✦ Lack of financial support ✦ Shoddy construction works ✦ The surge of heavy cargo trucks ✦ Deplorable residential neighbourhood roads links 	<ul style="list-style-type: none"> ✦ Unfavourable weather conditions ✦ Inadequate funds for road projects
Conclusion: the issue of arterial roads congested beyond the optimum capacity can be addressed through the expansion and upgrading of the existing road networks, development of high rise building and the development of transit terminal for haulage trucks				
Inadequate street lights	<ul style="list-style-type: none"> ✦ Availability of trained personnel to install street lights ✦ Regular maintenance of the street lights 	<ul style="list-style-type: none"> ✦ On-going Government support 	<ul style="list-style-type: none"> ✦ Poor maintenance culture ✦ Inadequate funds 	<ul style="list-style-type: none"> ✦ Delay in the release of DACF
Conclusion: mobilize human resources and Government financial support to provide street lights				
Traffic congestion in the Metropolis	<ul style="list-style-type: none"> ✦ Availability of competent planning personnel ✦ The availability of traffic wardens and traffic lights ✦ Quality traffic management 	<ul style="list-style-type: none"> ✦ Support from both the government and the private sector 	<ul style="list-style-type: none"> ✦ Lack of adequate alternative routes/roads ✦ Over-concentration of services at the CBD 	<ul style="list-style-type: none"> ✦ Inadequate funds for road projects ✦ Increasing population and vehicles
Conclusion: this can be addressed through funds from GoG and placement of traffic wardens to direct vehicular movement				

Limited extension of power lines to newly developed areas and peri-urban areas	<ul style="list-style-type: none"> ✦ Availability of alternative source of energy ✦ Presence of ECG 	<ul style="list-style-type: none"> ✦ Installations of new transformers by ECG ✦ Availability of thermal plant 	<ul style="list-style-type: none"> ✦ Over-reliance on hydro-electricity ✦ Use of obsolete equipment by ECG 	<ul style="list-style-type: none"> ✦ Inadequate funds ✦ Increase in population and number of houses
Conclusion: this can be addressed through the provision of adequate funds to extend electricity to the newly developed areas.				
The existing land use structure is insufficient, conflicting land uses rather than complementarity that defines the pattern	<ul style="list-style-type: none"> ✦ Existence of Scheme/ plans ✦ Effective function of the physical planning department ✦ Enforcement of the bye-laws 	<ul style="list-style-type: none"> ✦ Government policy to streamline activities of all Stakeholders e.g. LAP ✦ Lack of adherence to bye-laws 	<ul style="list-style-type: none"> ✦ Deviation from plan by land owners ✦ Non enforcement of development regulations ✦ Encroachment on Government lands 	<ul style="list-style-type: none"> ✦ Absence of a coordinated management structure
Conclusion: the issue of insufficient existing land use and conflicting land use can be addressed through the implementation of the existing schemes/ plans and effective functioning of the physical planning department as well as the enforcement of the bye-laws				
Poor implementation of development planning schemes	<ul style="list-style-type: none"> ✦ Availability of Physical Planning Dept ✦ Existence of Scheme/ plans 	<ul style="list-style-type: none"> ✦ Government policy to streamline activities of all Stakeholders e.g. LAP 	<ul style="list-style-type: none"> ✦ Poorly equipped T&CPD ✦ Deviation from plan by land owners ✦ Non enforcement of development regulations 	<ul style="list-style-type: none"> ✦ Absence of a coordinated management structure
Conclusion: this issue could be addressed by building and equipping the physical planning Department in the use of Geographical Information system				
Uncontrolled development	<ul style="list-style-type: none"> ✦ Availability of trained T&CP staff ✦ Availability of bye-laws ✦ Enforcement of the building regulations ✦ The preparation of the local plans to guide development 	<ul style="list-style-type: none"> ✦ Government support 	<ul style="list-style-type: none"> ✦ Poorly equipped T&CPD 	<ul style="list-style-type: none"> ✦ Absence of well-coordinated management structure
Conclusion: the issue of uncontrolled development can be addressed through the availability of T&CP staff, availability of bye-laws, enforcement of the building regulations and the preparation of the local plans to guide development				
Deteriorated and inadequate markets infrastructure	<ul style="list-style-type: none"> ✦ Upgrade markets infrastructure in the metropolis 	<ul style="list-style-type: none"> ✦ Government support 	<ul style="list-style-type: none"> ✦ Financial problem 	<ul style="list-style-type: none"> ✦ Improper management of facility by users

Conclusion: the deteriorated and inadequate markets infrastructure can be addressed through the upgrading of markets in the metropolis.				
Inadequate infrastructure to support the Metropolis's development	<ul style="list-style-type: none"> ✦ Availability of land for development ✦ Availability of MTDP 	<ul style="list-style-type: none"> ✦ Support from donors and government 	<ul style="list-style-type: none"> ✦ Poorly equipped T&CPD 	<ul style="list-style-type: none"> ✦ Inadequate funds ✦ Migration ✦ Natural population increase ✦ Lack of a nationwide urban renewal plan
Conclusion: this issue can be addressed through funding support from Donors and Government to develop critical infrastructure				
Poor and inefficient management of disasters	<ul style="list-style-type: none"> ✦ Availability of NADMO officers in the Metropolis 	<ul style="list-style-type: none"> ✦ Support from donors and government 	<ul style="list-style-type: none"> ✦ Inadequate disaster management & prevention education 	<ul style="list-style-type: none"> ✦ Lack of disaster management plan ✦ Inadequate funds
Conclusion: NADMO could be supported to development Disaster Management plans for the Metropolis.				
High cost of building materials	<ul style="list-style-type: none"> ✦ Availability of alternative affordable building materials such as sand Crete bricks and bamboo 	<ul style="list-style-type: none"> ✦ Availability of affordable alternative building materials such as POZOLANA Cement ✦ Support from government such as Affordable Housing Projects ✦ Donor support 	<ul style="list-style-type: none"> ✦ Limited support from financial institutions 	<ul style="list-style-type: none"> ✦ Low income levels
Conclusion: the issue on high cost of building materials can be addressed through the potentials and opportunities of the Assembly. The constraints and challenges can be addressed by increasing support from financial institutions and increase in the level of income.				
Inadequate financing arrangement for housing development	<ul style="list-style-type: none"> ✦ Availability of financial institutions such as HFC and First Ghana Building Society 	<ul style="list-style-type: none"> ✦ Governmental and Donor Support 	<ul style="list-style-type: none"> ✦ Inadequate Support from Financial institutions 	<ul style="list-style-type: none"> ✦ Inadequate funds
Conclusion: the issue of inadequate financing arrangement for housing development can be addressed by Availability of affordable alternative building materials such as POZOLANA Cement, Support from government such as Affordable Housing Projects, Donor support and the utilization of the potentials of the Assembly. The constraints and challenges can be addressed by the provision of adequate funds and support from financial institutions.				
Congestion in built-up areas leading to the development of Slum condition	<ul style="list-style-type: none"> ✦ Availability of Physical Planning Dept. ✦ Availability of land for construction of houses ✦ Presence of STMA-CSUF 	<ul style="list-style-type: none"> ✦ Support from government such as Affordable Housing Projects ✦ Donor support 	<ul style="list-style-type: none"> ✦ Inadequate staffing and logistics faced by T & CP Department. 	<ul style="list-style-type: none"> ✦ Low income levels ✦ High Housing Deficit

	<ul style="list-style-type: none"> ✦ Investment in affordable housing ✦ Takoradi City Centre Redevelopment 			
<p>Conclusion: the issue of Congestion in built-up areas leading to the development of Slum condition can be addressed through the Support from government such as Affordable Housing Projects, Donor support and the utilization of the potentials of the Assembly. The constraints and challenges can be addressed through the provision of adequate staffing and logistics to the T & CP Department and also as financial institutions increases most people will be assisted with credit facilities to expand their business as in relation to the oil find in the Region.</p>				
There is deep deficit in public green areas, open spaces, street landscaping and beautification	<ul style="list-style-type: none"> ✦ Availability of Physical Planning Dept. ✦ Availability of Forestry Commission 	<ul style="list-style-type: none"> ✦ Support from government ✦ Donor support 	<ul style="list-style-type: none"> ✦ Inadequate staffing and logistics faced by T & CP Department. 	Low investment in climate change interventions
<p>Conclusion: The issue with the deficit in public green areas, open space, street landscaping and beautification can be addressed through Collaborate with international partners to have more access to the Green Climate Fund (\$30 billion Global Fund) for climate change purpose</p>				

KEY DEVELOPMENT ISSUES	POTENTIALS	OPPORTUNITIES	CONSTRAINTS	CHALLENGES
Non-functioning of some decentralized departments	<ul style="list-style-type: none"> ✦ Set up office accommodation and equip non-functioning departments 	<ul style="list-style-type: none"> ✦ Build up capacity of staff 	<ul style="list-style-type: none"> ✦ Inadequate funds 	<ul style="list-style-type: none"> ✦ Qualified personnel ✦ Lack of funds
Conclusion: the issue of non-functioning of some decentralized departments can be addressed through the setting up of office accommodation and equipping the departments.				
Inadequate personnel at the Sub-Metro level	<ul style="list-style-type: none"> ✦ Availability of qualified human resource 	<ul style="list-style-type: none"> ✦ Support from the Central Government and Donor Agencies 	<ul style="list-style-type: none"> ✦ Inadequate office space and logistics 	<ul style="list-style-type: none"> ✦ Inadequate funds to engage the services of graduate personnel
Conclusion: recruit and motivate competent personnel to take up duties at the sub-Metro levels				
Low revenue mobilization	<ul style="list-style-type: none"> ✦ Implementation of the revenue improvement action plans ✦ Establishment of town and area councils ✦ Build capacities of staff 	<ul style="list-style-type: none"> ✦ Support from the Central Government and other Agencies 	<ul style="list-style-type: none"> ✦ Non-functioning of sub-structures (town and area councils) ✦ Inadequate and reliable data to inform decision making 	<ul style="list-style-type: none"> ✦ Lack of funds and logistics
Conclusion: the issue of low revenue mobilization can be addressed through the implementation of the revenue action plan, establishment of the town and area council, and build up the capacity of staff				
Poor communication between the Assembly and stakeholders	<ul style="list-style-type: none"> ✦ Existence of information department at main office ✦ Availability of local FM stations 	<ul style="list-style-type: none"> ✦ Donor/NGO support (ILGS, GTZ, USAID) 	<ul style="list-style-type: none"> ✦ High illiteracy rate ✦ Communication gap between 146 councilors and electorates 	<ul style="list-style-type: none"> ✦ Voluntary nature of DA work ✦ Limited funds
Conclusion: Mass media and the information department could be mobilized to provide timely information to the general public				
Enhancing Rule of Law and Justice				
Weak enforcement of rules and bye-laws in the Metropolis	<ul style="list-style-type: none"> ✦ Existence of law-enforcement personnel ✦ Review of Assembly's bye-laws 	<ul style="list-style-type: none"> ✦ Government and donor support 	<ul style="list-style-type: none"> ✦ Inadequate logistics 	<ul style="list-style-type: none"> ✦ Poor attitude of people towards compliance with laws.
Conclusion: Mobilize Assembly's personnel for effective enforcement of bye-laws				

Weak and bureaucracy in client service	<ul style="list-style-type: none"> ✦ Establishment of client service charter ✦ Organize regular town hall meetings 	✦ Government and Donor Support	<ul style="list-style-type: none"> ✦ Inadequate and reliable data-base to inform decision making ✦ Inadequate logistics such as computer and accessories to aid in data storage and processing 	✦ Lack of funds
Conclusion: the issue of weak and bureaucracy in client service can be addressed through the establishment of client service charter and organize regular town hall meetings				
Lack of adequate and reliable data-base to inform decision making	<ul style="list-style-type: none"> ✦ Existence of competent professionals to manage information ✦ Organize regular town hall meetings 	✦ Government and Donor Support	✦ Inadequate logistics such as computer and accessories to aid in data storage and processing	✦ Inadequate funds
Conclusion: Mobilize funding for effective research and data collection				

2.3 PRIORITIZATION OF DEVELOPMENT ISSUES

Having identified the key development issues, a prioritization was carried out to ensure that scarce resources are used in the most effective and efficient manner. The development priorities placed emphases on relationship 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 in accordance with the five 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

Sustainable prioritised issues as categorised under themes and goals

DEVELOPMENT DIMENSION	FOCUS AREAS OF MTDP 2018-2021	ADOPTED SUSTAINABLE PRIORITISED ISSUES
ECONOMIC DEVELOPMENT	Industrial Transformation	Lack of contiguous land for large-scale industrial development
		Distressed but viable industries
		Limited local participation in economic development
	Strong and Resilient Economy	Limited number of skilled industrial manpower
	Private Sector Development	High cost of capital, Limited availability of medium to long term financing
		Limited access to credit by SMEs
	Agriculture and Rural Development	Poor marketing systems
		High cost of production inputs
		Inadequate development of and investment in processing and value addition
		Low application of technology especially among smallholder farmers leading to comparatively lower yields
		Low level of irrigated agriculture
		Seasonal variability in food supply and prices
		Inadequate agribusiness enterprise along the value chain

		Limited application of science and technology
		Lack of youth interest in agriculture
	Fisheries and Aquaculture Development	Weak extension services delivery
		Low levels of private sector investment in aquaculture (small-medium scale producers)
		Over-exploitation of fisheries resources
		Weak involvement of communities in fisheries resource management
	Tourism and Creative Arts development	Weak coordination among the MDAs on issues related to the creative arts industry

DEVELOPMENT DIMENSION	FOCUS AREAS OF MTDP 2018-2021	ADOPTED SUSTAINABLE PRIORITISED ISSUES
SOCIAL DEVELOPMENT	Education and Training	Negative perception of TVET
		Low participation in non-formal education
		Inadequate and inequitable access to education for PWDs and people with special needs at all levels
		Poor linkage between management processes and schools' operations
		Inadequate funding source for education
	Health and Health Services	Gaps in physical access to quality health care
		Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases
		High stigmatization and discrimination of HIV and AIDs
		Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups
		High incidence of HIV and AIDS among young persons

		Periodic shortages of HIV& AIDS commodities (ARV's, Test Kits, Condoms)
Population Management		High fertility rate among adolescent
		Inadequate coverage of reproductive health and family planning services
		Inadequate sexual education for young people
		Untapped benefits of the youth bulge
Water and Sanitation		Increasing demand for household water supply
		Poor planning for water at MMDAs
		Inadequate maintenance of facilities
		Low levels of material for re-use and recycling
		High prevalence of open defecation
		High user fee for sanitation services
		Poor sanitation and waste management
		Low level of investment in sanitation sector
Child and Family Welfare		Poor quality of services for children and families
		Weak capacity of caregivers
		Inadequate care for the aged
Gender Equality		Unfavorable socio-cultural environment for gender equality
		Gender disparities in access to economic opportunities
Social Protection		Inadequate and limited coverage of social protection programmes for vulnerable groups
Disability and Development		Inadequate opportunities for persons with disabilities to contribute to society
		High unemployment rate amongst PWDs

		Low participation of Persons with disability in decision making
		Lack of physical access to public and private structures for PWDs
	Youth Development	Limited opportunities for youth involvement in national development
	Sports and Recreation	Inappropriate and poor maintenance of sporting and recreational facilities

DEVELOPMENT DIMENSION	FOCUS AREAS OF MTDP 2018-2021	ADOPTED SUSTAINABLE PRIORITISED ISSUES
ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT	Coastal and Marine Area Erosion	Worsened environmental pressures in both the coastal and marine zones.
		Vulnerability of coastal zone to the impact of climate change
		Potential rise in sea level resulting in wetland flooding
	Environmental Pollution	Improper management of E-waste
		Concerns of air and noise pollution especially in urban areas
	Climate Variability and Change	Low institutional capacity to adapt to climate change and undertake mitigation actions
		Loss of trees and vegetative cover
		Inadequate inclusion of gender and vulnerability issues in climate change actions
		Degraded landscapes
		Inadequate institutional capacity to access global funds
	Disaster Management	Weak legal and policy frameworks for disaster prevention, preparedness and response
	Transport Infrastructure: Road, Rail Water and Air	Poor quality and inadequate road transport network
		Inadequate investment in road transport infrastructure provision and maintenance
		Lack of operational standards for public transport services

		Rapid deterioration of roads
		Inadequate facilities for PWDs in the transport system
		Limited and poor rail network
	Drainage and Flood Control	Recurrent incidence of flooding
		Poor drainage system
		Silting and choking of drains
		Poor landscaping
	Human Settlement and Housing	Weak enforcement of planning and building regulations
		Scattered and unplanned human settlements
		Growing housing deficit
		Inadequate housing infrastructure services
		Limited public investments in low cost housing
	Urban Development	Congestion and overcrowding in urban areas
		Growth of slums
		Rapid growth of slums in cities and towns
Zongos and Inner Cities Development	Proliferation of slums	
	Deteriorating conditions in slums	
	Limited investments in social programmes in Zongos and inner cities	

DEVELOPMENT DIMENSION	FOCUS AREAS OF MTDP 2018-2021	ADOPTED SUSTAINABLE PRIORITISED ISSUES
GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY	Local Government and Decentralization	Ineffective sub-district structures
		Poor service delivery at the local level
		Poor coordination in preparation and implementation of development plans
		Weak spatial planning capacity at the local level
		Inadequate exploitation of local opportunities for economic growth and job creation
		Limited capacity and opportunities for revenue mobilization

		Limited implementation of fiscal decentralization policy
		Weak involvement and participation of citizenry in planning and budgeting
		Weak capacity of CSOs to effectively participate in public dialogue
	Public Policy Management	Weak coordination of the development planning system
		Lack of a comprehensive database of public policies
		Weak research capacity of MDAs and MMDAs
	Human Security and Public Safety	Inadequate and poor quality equipment and infrastructure
		Weak relations between citizens and law enforcement agencies
	Development Communication	Inadequate ownership and accountability for national development at all levels

CHAPTER THREE: DEVELOPMENT PROJECTIONS, ADOPTED GOALS, SUB-GOALS, OBJECTIVES AND STRATEGIES

3.1 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 like 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.

3.2 THE PROJECTED DEVELOPMENT REQUIREMENTS FOR 2018-2021

The demographic projections were done based on the assumption that the population growth rate of 3.2% shall remain unchanged over the plan period.

3.2.1 Population Projections

Years	Population	Active Labour Force	Sex of the Labour force		Land Area	Density
			Male	Female		
2018	722,798	252,979	122,948	130,031	192 km ²	3,765
2019	746,301	287,326	139,140	148,186	192 km ²	3,887
2020	770,569	296,669	144,181	152,488	192 km ²	4,013
2021	795,626	306,316	148,870	157,446	192 km²	4,144

The total population in the Metro would have increased by 95,592 persons by the year 2021, representing 3.2% of its population as at 2017.

The percentage analysis of the labour force for the next four years indicates that about 38.5% of the total population will be engaged in active labour force if all things equal. Those to be engaged will be more of the female than the male counterpart because majority of the employment activities would be in the informal sector where more females are engaged. To leverage the employment opportunities to achieve equality between the male and female there is the need to create more formal employment in the private sector with implementation of the ‘One District One Factory’ policy. In addition, there is the need to formalize the informal sector to improve on the tax based of the economy.

The implications of the projected population dynamics are as follows;

- Since the labour 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 policy makers in planning for the Metro should institute interventions that will increase job availability particularly for the active labour 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 the human development through quality technical and vocational training for the teaming youth between the years of 15-35 years.
- Since the child-bearing age of the female population will increase, there is the need to put more resources to effectively control birth rate within the planned period.

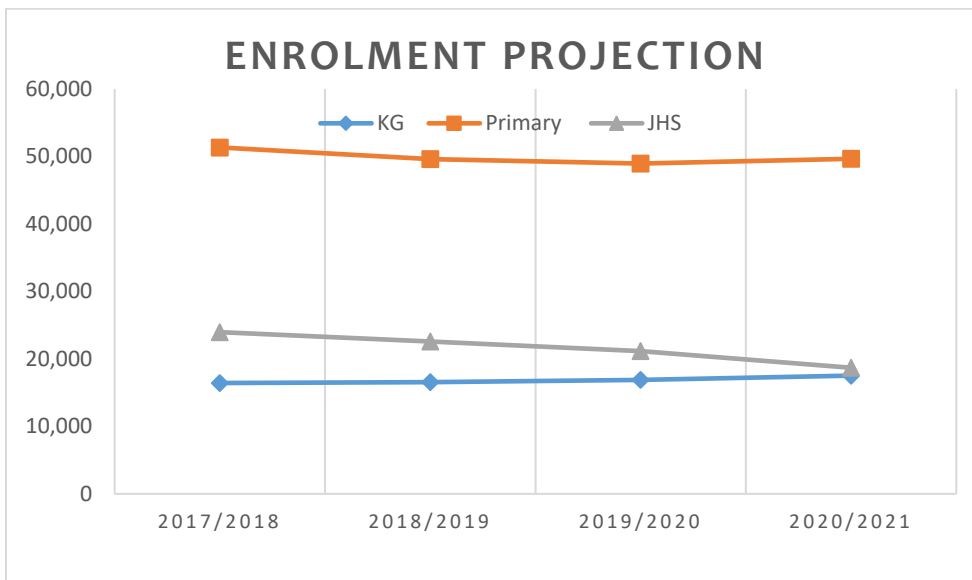
3.2.2 Health Facility Requirements

Year	Health Facility	Population	Existing	Required	Backlog
2018	Hospital	722,798	9	10	1
	Health center		3	8	5
	Clinics		42	46	4
	CHPS		23	28	5
	Maternity Home		4	4	-
2019	Hospital	746,301	9	10	-
	Health center		3	10	7
	Clinics		42	48	6
	CHPS		26	30	4
	Maternity Home		4	4	-
2020	Hospital	770,569	10	10	-
	Health center		3	8	5
	Clinics		42	46	4
	CHPS		26	32	6
	Maternity Home		4	4	-
2021	Hospital	795,626	10	10	1
	Health center		3	8	5
	Clinics		42	46	4
	CHPS		25	28	3
	Maternity Home		4	4	-

3.2.3 Housing Needs Assessment

Year	Total Stock as at 2010	Number of Houses		Housing Gap
		Existing	Required	
2018	60,075	61,643	77,601	15,958
2019		61,943	80,125	18,182
2020		62,343	82,731	20,388
2021		62,793	85,421	22,628

3.2.4 Educational needs



3.3 STRATEGIC ENVIRONMENTAL ASSESSMENT

The 2018-2021 plan was prepared through participatory approach with the principles of sustainable development as its fundament. In view of this, green economy principles as well as gender diagnoses were mainstreamed from programme, sub-programme and projects identification stages to the finalization of the plan. The main purpose of the Strategic Environmental Assessment [SEA] is to mainstream environmental concerns into the Assembly's development agenda to ensure sustainability of policies and programmes. The application of SEA tools is to enhance the capability of the Assembly to plan on how to mitigate any significant negative environmental effects identified or take opportunities to enhance the environment during and after implementation of programmes and projects. The specific purposes of the exercises are:

To assess the environmental risks and opportunities associated with the implementation of the PPPs

- ❖ Develop appropriate interventions to mitigate impacts and also optimize the positive ones;
- ❖ Identify the implication of the mitigation measures on the Assembly's budget;
- ❖ Identify new opportunities for promoting sustainable development;
- ❖ Develop programmes to monitor significant adverse effects.

The four sustainability pillars are given as follows:

- ❖ Natural Resources
- ❖ Socio-cultural environment;
- ❖ Economic environment; and
- ❖ Institutional consideration

The SEA tool used was the sustainability test of the policies and programmes in the plan. Where significant environmental risks were identified, mitigation measures were developed to reduce the impact or completely halt the impact. The implications of these mitigation measures on the budget of the Annual budget of the Assembly as well as institutional capacity has been assessed to ensure effective and efficient management of the implementation processes. The ultimate aim of the SEA process is to provide a high level of environmental protection as well as contribute to the integration of environmental consideration into the preparation of development plans for sustainable development.

3.3.1 Sustainability Test

The sustainability test was conducted for strategic actions selected from the goals in the NMTDPF 2018-2021 contained in the MTDP. The objective was to test the overall sustainability of the projects and policies. This is to support the Assembly’s goal of sustainable and all-inclusive development of the Metropolis. The Sustainability Appraisal Test was used mainly on the activities. Four criteria namely; Effects on Natural Resources, Socio- Cultural Conditions, Economy and Institutional Issues were the parameters used. These criteria have various components which could be either favourable or otherwise by the various activities. The sustainability test was conducted on individual projects against each criterion and the performance scored and shaded according to the scale and colour code below;

Scale	0	1	2	3	4	5
<i>Effects</i>	Not Relevant	Works strongly against the aim	Works against the aim	On balance has neutral effects on the aim	Support the aim	Strongly supports the aim

The individual Matrices for the activities and their Record Sheets are attached as Appendix. Summary of the performance of the programmes, projects and activities against the Sustainability Test are also outlined below;

3.4 ADOPTED DEVELOPMENT ISSUES, OBJECTIVES AND STRATEGIES

3.4.1 DEVELOPMENT DIMENSION: ECONOMIC DEVELOPMENT

ADOPTED ISSUES	ADOPTED OBJECTIVES	ADOPTED STRATEGIES
FOCUS AREA: STRONG AND RESILIENT ECONOMY		
Limited number of skilled industrial manpower	Promote International Trade and Investment	Promote the Made-in-Ghana (MiG) policy, value addition and seek marketing opportunities within Africa and beyond (SDG Targets 2.3, 9.3, 17.11)
FOCUS AREA: INDUSTRIAL TRANSFORMATION		
Lack of contiguous land for large-scale industrial development	Improve Access to Land for Industrial Development	Facilitate access to dedicated land in every region for the establishment of multi-purpose industrial parks, sector specific industrial enclaves, and enterprise free zones (SDG Target 9.2)
Distressed but viable industries	Pursue flagship industrial development initiatives	Build competitiveness of existing industries by supporting them with a stimulus package (SDG Targets 9.2, 9.3, 9.4, 9.b, 9.c)
Limited local participation in economic development		Implement One district, One factory initiative (SDG Targets 9.2, 9.3, 9.4, 9.b, 9.c)
FOCUS AREA: PRIVATE SECTOR DEVELOPMENT		
High cost of capital, Limited availability of medium to long term financing	Improve Business Financing	Restructure the existing state-sponsored microfinance schemes including MASLOC to provide credit for SMEs (SDG Target 8.3)
Limited access to credit by SMEs	Support Entrepreneurship and SME Development	Create an entrepreneurial culture, especially among the youth (SDG Targets 4.4, 8.3, 8.6)
		Provide opportunities for MSMEs to participate in all Public-Private Partnerships (PPPs) and local content arrangements (SDG Targets 8.3, 8.5, 17.17)
	Enhance Domestic Trade	Implement a Local Content Law that ensures a substantial proportion of all public contracts and procurement is executed by local entities (SDG Targets 12.7, 17.14, 17.15)
		Develop modern markets and retail infrastructure in every district to enhance domestic trade (SDG Target 17.15)
FOCUS AREA: AGRICULTURE AND RURAL DEVELOPMENT		

Poor marketing systems	Promote a demand-driven approach to agricultural development	Develop market support services for selected horticulture, food and industrial crops to enhance production for export (SDG Target 2.3)
High cost of production inputs		Promote and expand organic farming to enable producers access the growing world demand for organic products (SDG Targets 2.3, 12.2)
Inadequate development of and investment in processing and value addition	Ensure improved Public Investment	Accelerate the provision of critical public infrastructure such as feeder roads, electricity and water (SDG Targets 2.a, 9.1)
		Support the development of at least two exportable agricultural commodities in each district (SDG Targets 1.1, 1.2, 17.11)
Low application of technology especially among smallholder farmers leading to comparatively lower yields	Improve production efficiency and yield	Reinvigorate extension services (SDG Target 2.a)
Low level of irrigated agriculture		Ensure effective implementation of the yield improvement programme (SDG Targets 2.1, 2.4)
Seasonal variability in food supply and prices		Intensify and increase access to agricultural mechanization along the value chain (SDG Targets 2.3)
Inadequate agribusiness enterprise along the value chain	Enhance the application of science, technology and innovation	Disseminate information on weather and prices (SDG Target 12.8)
Limited application of science and technology		Develop local fertilizer industry based on gas and petroleum resources to improve agricultural yield and save foreign exchange (SDG Target 2.3)
Lack of youth interest in agriculture	Promote agriculture as a viable business among the youth	Support youth to go into agricultural enterprise along the value chain (SDG Targets 2.1, 2.3, 8.6)
FOCUS AREA: FISHERIES AND AQUACULTURE DEVELOPMENT		
Weak extension services delivery	Ensure sustainable development and management of aquaculture	Provide consistent and quality extension service delivery (SDG Target 2.a)
Low levels of private sector investment in aquaculture (small-medium scale producers)		Design and implement a flagship intervention to be known as “Aquaculture for Jobs and Food” (SDG Targets 2.1, 2.3, 4.4, 16.6)
Over-exploitation of fisheries resources	Ensure sustainable development and management of Aquatic Fisheries Resources	Reduce illegal fishing and post-harvest losses (SDG Targets 12.3, 14.4)
Weak involvement of communities in fisheries resource management		

FOCUS AREA: TOURISM AND CREATIVE ARTS DEVELOPMENT		
Weak coordination among the MDAs on issues related to the creative arts industry	Develop a competitive creative arts industry	Promote PPP in the development of the creative arts industry (SDG Target 17.17)

3.4.2 DEVELOPMENT DIMENSION: SOCIAL DEVELOPMENT

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES
FOCUS AREA: EDUCATION AND TRAINING		
Negative perception of TVET	Enhance inclusive and equitable access to, and participation in quality education at all levels	Ensure inclusive education for all boys and girls with special needs (SDG Targets 4.1, 4.2, 4.5, 4.a)
Low participation in non-formal education		Popularize and demystify the teaching and learning of science, technology, engineering and mathematics (STEM) and ICT education in basic and secondary education (SDG Target 4.1)
Inadequate and inequitable access to education for PWDs and people with special needs at all levels		Expand infrastructure and facilities at all levels (SDG Target 4.a)
Poor linkage between management processes and schools' operations	Strengthen school management systems	Fully decentralize the management of education service delivery (SDG Target 16.6)
		Implement accelerated programme for teacher development and professionalization (SDG Target 4.c)
		Enhance quality of teaching and learning (SDG Targets 4.7, 4.c)
		Ensure adequate supply of teaching and learning materials (SDG Target 4.c)
Inadequate funding source for education	Ensure sustainable sources of financing for education	Explore alternative funding sources for non-formal education (SDG Target 17.3)
		Provide life skills training and management for managing personal hygiene, fire safety, environment, sanitation and climate change (SDG Targets 4.7, 13.3)

FOCUS AREA: HEALTH AND HEALTH SERVICES		
Gaps in physical access to quality health care	Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	Accelerate implementation of Community-based Health Planning and Services (CHPS) policy to ensure equity in access to quality health care (SDG Targets 1.2, 1.3, 3.1, 3.2, 3.3, 3.8, 16.6) Expand and equip health facilities (SDG Target 3.8)
Increasing morbidity, mortality and disability due to communicable, non-communicable and emerging diseases	Reduce disability morbidity, and mortality	Strengthen maternal, new born care and adolescent services (SDG Targets 3.1, 3.2) Intensify implementation of malaria control programme (SDG Target 3.3) Implement the Non-Communicable Diseases (NCDs) control strategy (SDG Targets 3.4, 3.b)
High stigmatization and discrimination of HIV and AIDs	Ensure the reduction of new HIV and AIDS/STIs infections, especially among the vulnerable groups	Expand and intensify HIV Counselling and Testing (HTC) programmes (SDG Targets 3.3, 3.7) Intensify education to reduce stigmatization (SDG Target 3.7)
Lack of comprehensive knowledge of HIV and AIDS/STIs, especially among the vulnerable groups		
High incidence of HIV and AIDS among young persons		Intensify behavioural change strategies especially for high risk groups for HIV & AIDS and TB (SDG Targets 3.3, 3.7)
Periodic shortages of HIV& AIDS commodities (ARV's, Test Kits, Condoms)		Strengthen collaboration among HIV & AIDs, TB, and sexual and reproductive health programmes (SDG Target 3.3) Intensify efforts to eliminate mother-to-child transmission of HIV (MTCTHIV) (SDG Target 3.3)
FOCUS AREA: POPULATION MANAGEMENT		
High fertility rate among adolescent	Improve population management	Intensify public education on population issues at all levels of society (SDG Target 3.7)
Inadequate coverage of reproductive health and family planning services		Improve maternal and adolescent reproductive health (SDG Targets 3.1, 3.7)
Inadequate sexual education for young people		Strengthen the integration of family planning and nutrition education into adolescent reproductive healthcare (SDG Target 3.7)
Untapped benefits of the youth bulge	Harness demographic dividend	Expand technical and vocational education and training to address high school drop-out rate (SDG Target 4.3)

FOCUS AREA: WATER AND ENVIRONMENTAL SANITATION		
Increasing demand for household water supply	Improve access to safe and reliable water supply services for all	Provide mechanized boreholes and small town water systems (SDG Target 6.1)
Poor planning for water at MMDAs		Revise and facilitate DWSPs within MMDAs (SDG Target 16.6)
Inadequate maintenance of facilities		Build capacity for the development and implementation of sustainable plans for all water facilities (SDG Targets 6.a, 17.9)
Low levels of material for re-use and recycling	Improve access to improved and reliable environmental sanitation services	Promote National Total Sanitation Campaign (SDG Target 6.2)
High prevalence of open defecation		Increase and equip front-line staff for sanitation (SDG Target 6.b)
High user fee for sanitation services		Implement the “Toilet for All” and “Water for All” programmes under the IPEP initiative (SDG Targets 6.1, 6.2)
Poor sanitation and waste management		Monitor and evaluate implementation of sanitation plan (SDG Target 16.6)
Low level of investment in sanitation sector		Encourage private sector investment in recycling and recovery plants to deal with the menace of plastics and electronic waste (SDG Targets 6.3, 6.a, 12.5)
		Enhance implementation of the Polluter Pays Principle in waste management (SDG Target 6.3)
FOCUS AREA: CHILD AND FAMILY WELFARE		
Poor quality of services for children and families	Ensure effective child protection and family welfare system	Mainstream child protection interventions into development plans and budgets of MDAs and MMDAs (SDG Targets 5.c, 16.2)
Weak capacity of caregivers		Strengthen capacity of government institutions and CSOs for implementing and advocating child protection and family welfare policies and programmes (SDG Targets 8.7, 16.2, 16.6)
Inadequate care for the aged	Enhance the well-being of the aged	Create safe spaces, recreational day care centres and homes and a database for the elderly (SDG Target 11.7)
FOCUS AREA: GENDER EQUALITY		
Unfavourable socio-cultural environment for gender equality	Attain gender equality and equity in political, social and economic development systems and outcomes	Institute gender-responsive budgeting and training on gender equality in civil and public services (SDG Target 5.c)
Gender disparities in access to economic opportunities	Promote economic empowerment of women.	Ensure at least, 50 percent of MASLOC funds allocation to female applicants (SDG Target 5.c)

		Encourage women artisans and other tradesmen, including farmers to form associations for easy access to information and other forms of support. (SDG Targets 1.4, 5.c)
FOCUS AREA: SOCIAL PROTECTION		
Inadequate and limited coverage of social protection programmes for vulnerable groups	Strengthen social protection, especially for children, women, persons with disability and the elderly	Strengthen and effectively implement existing social protection intervention programmes and expand their coverage to include all vulnerable groups (SDG Targets 1.3, 5.4, 10.4) Establish well-resourced shelters for abused persons (SDG Target 11.1)
FOCUS AREA: DISABILITY AND DEVELOPMENT		
Inadequate opportunities for persons with disabilities to contribute to society	Promote full participation of PWDs in social and economic development of the country	Ensure effective implementation of the 3 percent increase in District Assemblies Common Fund disbursements to PWDs (SDG Target 16.6)
High unemployment rate amongst PWDs		Generate database on PWDs (SDG Target 17.18)
Low participation of Persons with disability in decision making	Promote participation of PWDs in politics, electoral democracy and governance	Strengthen inclusion of PWDs in capacity building on governance and democracy (SDG Targets 10.2, 16.7)
Lack of physical access to public and private structures for PWDs	Ensure that PWDs enjoy all the benefits of Ghanaian citizenship	Ensure the implementation of the Ghana Accessibility Standards to ensure access of PWDs to the built environment, goods, services and assistive devices (SDG Targets 10.2, 11.1)
FOCUS AREA: YOUTH DEVELOPMENT		
Limited opportunities for youth involvement in national development	Promote effective participation of the youth in socioeconomic development	Build integrated youth centres in all districts to serve as an information hub for youth development (SDG Targets 16.6, 16.7)
FOCUS AREA: SPORTS AND RECREATION		
Inappropriate and poor maintenance of sporting and recreational facilities	Enhance sports and recreational infrastructure	Institute measures to reclaim lands earmarked for sporting and recreational activities (SDG Target 9.1)

3.4.3 DEVELOPMENT DIMENSION: ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES
FOCUS AREA: COASTAL AND MARINE AREA EROSION		
Worsened environmental pressures in both the coastal and marine zones.	Reduce coastal and marine erosion	Promote investment in hard control structures including gabions and boulder (SDG Targets 10.b, 17.5)
Vulnerability of coastal zone to the impact of climate change		Promote mangrove forests replanting and planting of other vegetative cover to contain erosion (SDG Target 15.2)
Potential rise in sea level resulting in wetland flooding,		Control sand mining along beaches (SDG Targets 14.2, 14.5)
		Strengthen the participation of local communities in sustainable coastal management practices (SDG Targets 6.b, 15.c)
FOCUS AREA: ENVIRONMENTAL POLLUTION		
Improper management of E- waste	Reduce environmental pollution	Promote science and technology in waste recycling and waste-to-energy technologies (SDG Targets 6.a, 7.1, 12.5)
Concerns of air and noise pollution especially in urban areas		Intensify enforcement of regulations on noise and air pollution including open burning (SDG Targets 11.6, 16.b)
FOCUS AREA: CLIMATE VARIABILITY AND CHANGE		
Inadequate institutional capacity to access global funds	Enhance climate change resilience	Collaborate with international partners to have more access to the Green Climate Fund (\$30 billion Global Fund) for climate change purposes (SDG Targets 13.a, 16.8)
Inadequate inclusion of gender and vulnerability issues in climate change actions	Enhance climate change resilience	Promote climate-resilience policies for women and other vulnerable groups in agriculture (SDG Targets 1.5, 13.1, 13.2, 13.b, 16.6)
Low economic capacity to adapt to climate change	Enhance climate change resilience	Develop climate responsive infrastructure (SDG Target 9.1)
Loss of trees and vegetative cover	Reduce greenhouse gases	Promote tree planting and green landscaping in communities (SDG Targets 11.7, 15.2)
Degraded landscapes		Promote urban forestry (SDG Target 11.7)
FOCUS AREA: DISASTER MANAGEMENT		
	Promote proactive planning for disaster prevention and mitigation	Strengthen early warning and response mechanisms on disasters (SDG Targets 3.d, 13.3)

Weak legal and policy frameworks for disaster prevention, preparedness and response		Strengthen capacity of the National Disaster Management Organisation (NADMO) to perform its functions effectively (SDG Targets 3.d, 11.5, 11.b, 16.6)
		Educate public and private institutions on natural and man-made hazards and disaster risk reduction (SDG Targets 3.d, 13.3)
		Implement gender sensitivity in disaster management (SDG Targets 1.5, 5.5)
FOCUS AREA: TRANSPORT INFRASTRUCTURE (ROAD, RAIL, WATER AND AIR)		
Poor quality and inadequate road transport network	Improve efficiency and effectiveness of road transport infrastructure and services	Ensure capacity improvement by constructing missing links (SDG Targets 9.1, 11.2)
Inadequate investment in road transport infrastructure provision and maintenance		Expand and maintain the national road network (SDG Targets 9.1, 11.2)
Lack of operational standards for public transport services.		Develop a more rigorous public transport system to help alleviate congestion in urban areas (SDG Target 11.2)
Rapid deterioration of roads		Provide bitumen surface for road networks in district capitals and areas of high agricultural production and tourism. (SDG Targets 7.3, 11.2)
Inadequate facilities for PWDs in the transport system	Ensure safety and security for all categories of road users	Incorporate pedestrian safety facilities in planning, design, construction and maintenance of road infrastructure (SDG Targets 3.6, 9.1, 11.2)
Limited and poor rail network	Modernize and extend railway network	Develop integrated light rail transit system in major urban areas to support public transportation (SDG Targets 9.1, 11.2)
FOCUS AREA: DRAINAGE AND FLOOD CONTROL		
Recurrent incidence of flooding	Address recurrent devastating floods	Intensify public education on indiscriminate disposal of waste (SDG Target 11.6)
Poor drainage system		Prepare and implement adequate drainage plans for all MMDAs (SDG Targets 11.3, 11.b)
Silting and choking of drains		
Poor landscaping		
FOCUS AREA: HUMAN SETTLEMENTS AND HOUSING		
Weak enforcement of planning and building regulations	Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	Ensure proper urban and landscape design and implementation (SDG Targets 11.3, 11.7, 11.a)

Scattered and unplanned human settlements		Strengthen the human and institutional capacities for effective land use planning and management nationwide (SDG Targets 16.6, 16.a)
Growing housing deficit	Provide adequate, safe, secure, quality and affordable housing.	Promote social housing scheme in urban, peri-urban and rural areas (SDG Targets 11.1, 11.a)
Inadequate housing infrastructure services		Expand availability of housing financing (SDG Target 11.1)
Limited public investments in low cost housing		Support self-help building schemes organized along communal themes, cooperative societies and crop and trade associations (SDG Targets 11.1, 11.3)
		Provide technical assistance to communities to support basic house building skills training programmes (SDG Targets 11.1, 11.3)
FOCUS AREA: URBAN DEVELOPMENT		
Congestion and overcrowding in urban areas	Promote resilient urban development	Establish special growth centres and urban networks, with spatially targeted investment interventions (SDG Targets 8.2, 11.a)
Growth of slums		Improve linkages between emerging secondary cities and towns (SDG Targets 11.3, 11.a)
Rapid growth of slums in cities and towns		Prepare and implement structure plans for all grade 1, 2 and 3 settlements (SDG Targets 11.3, 11.a, 11.b)
		Create awareness on greening of human settlements (SDG Targets 11.7, 12.8)
		Facilitate the implementation of urban renewal programmes (SDG Targets 11.3, 11.a, 11.b)
FOCUS AREA: ZONGOS AND INNER CITIES DEVELOPMENT		
Proliferation of slums	Improve quality of life in slums, Zongos and inner cities	Encourage the participation of slum dwellers in improving infrastructure facilities (SDG Target 11.1, 11.3)
Deteriorating conditions in slums		Upgrade inner cities, Zongos and slums and prevent the occurrence of new ones (SDG Targets 11.1, 11.2, 11.3, 11.6, 11.7, 11.a, 11.c)
Limited investments in social programmes in Zongos and inner cities		

3.4.4 DEVELOPMENT DIMENSION: GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY

KEY ISSUES	POLICY OBJECTIVES	STRATEGIES
FOCUS AREA: LOCAL GOVERNMENT AND DECENTRALISATION		
Ineffective sub-district structures		Strengthen sub-district structures (SDG Targets 16.6, 17.9)
Poor service delivery at the local level		
Poor coordination in preparation and implementation of development plans	Improve decentralized planning	Strengthen local level capacity for participatory planning and budgeting (SDG Targets 16.6, 16.7)
Weak spatial planning capacity at the local level		Strengthen local capacity for spatial planning (SDG Targets 16.7, 17.9)
Inadequate exploitation of local opportunities for economic growth and job creation		Create enabling environment for the implementation of the Local Economic Development (LED) and Public Private Partnership (PPP) policies at the district level (SDG Targets 17.14, 17.17)
		Ensure 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	Strengthen fiscal decentralization	Enhance revenue mobilization capacity and capability of MMDAs (SDG Targets 16.6, 17.1)
Limited implementation of fiscal decentralization policy		Strengthen PPPs in IGF mobilization (SDG Targets 17.16, 17.17)
		Improve service delivery at the MMDA level (SDG Targets 16.6, 16.a)
Weak involvement and participation of citizenry in planning and budgeting	Improve popular participation at regional and district levels	Promote effective stakeholder involvement in development planning process, local democracy and accountability (SDG Target 16.7)
Weak capacity of CSOs to effectively participate in public dialogue		Strengthen People's Assemblies concept to encourage citizens to participate in government (SDG Target 16.7)
FOCUS AREA: PUBLIC POLICY MANAGEMENT		
Weak coordination of the development planning system	Enhance capacity for policy formulation and coordination	Prepare and implement national policy guidelines to streamline public policy formulation (SDG Target 17.14)

Lack of a comprehensive database of public policies		Strengthen the implementation of development plans (SDG Targets 16.6, 17.9)
Weak research capacity of MDAs and MMDAs		Strengthen capacity of research and statistical information management of MDAs and MMDAs (SDG Targets 16.6, 17.19)
FOCUS AREA: HUMAN SECURITY AND PUBLIC SAFETY		
Inadequate and poor quality equipment and infrastructure	Enhance security service delivery	Transform security services into a world class security institution with modern infrastructure, including accommodation, health and training infrastructure (SDG Targets 16.6, 16.a)
Weak relations between citizens and law enforcement agencies.		Improve relations between law enforcement agencies and the citizenry (SDG Targets 16.7, 16.10)
FOCUS AREA: DEVELOPMENT COMMUNICATION		
Inadequate ownership and accountability for national development at all levels	Ensure responsive governance and citizen participation in the development dialogue	Organize National Policy Summits, regular town hall meetings and meet-the-press series periodically around key Government initiatives (SDG Targets 16.7, 16.10)

CHAPTER FOUR: DEVELOPMENT PROGRAMMES AND SUB-PROGRAMMES

4.1 INTRODUCTION

The development programmes and sub-programmes are prepared based on the goals, objectives and strategies that is needed to address the identified development issues and gaps in the Metropolis. The programme of action is thus intended to enhance the achievement of the adopted goals and objectives of the Medium-Term Development Policy of the forty-year development plan.

4.1.1 Economic Development Programme of Action

STRATEGIES	PROGRAMMES	SUB-PROGRAMMES	PROJECTS /ACTIVITIES	OUTCOME/IMPACT INDICATORS	TIME FRAME				INDICATIVE BUDGET			IMPLEMENTING AGENCIES	
					2018	2019	2020	2021	GoG	IGF	DONOR	LEAD	COLLABORATING
1.1 Promote International Trade and Investment													
Promote the Made-in-Ghana (MiG) policy, value addition and seek marketing opportunities within Africa and beyond	Business development and promotion	S.P.I Technology transfer, resource and PDT development.	Organise Training on export development for identified SMEs in the STMA	Promotion of international trade and investment					6,000.00	3,000.00		MOTI	NBSSI, GEPA,GNCCI, GIPC, AGI
			Assist SMEs to participate in Trade Fairs/Exhibitions and Expos					25,000.00				STMA, MOTI	GNCCI, NBSSI, GTFCL, GIPC, GEPA, CNC
			Identify SMEs for support in their product development					1,500.00				STMA, MOTI	NBSSI, GEPA, AGI, EXIM BANK
			Organises sensitisation programs on the PPP /local content					9,000.00					MOTI

			Concept for identified SMEs										
			Sensitise SMEs on the Made in Ghana Policy.					3,000.00				MOTI	NBSSI
1.2 Enhance production and supply of quality raw materials													
Provide incentives for the production and supply of quality raw materials for industry			Encourage and attract investments in agro processing and manufacturing.					5,000.00		5,000.00			
1.3 Ensure improved skills development for Industry													
Establish apprenticeship and skills development centres to train skilled labour force for specific industrial sectors	Business development and promotion	S.P.I Technology transfer, resource and PDT development.	Link students in welding and fabrication to certified Trainers to ensure access to job opportunities in the oil and Gas industry					5,000.00				STMA, MOTI	NBSSI, GRATIS, Tallow oil, Private certified wilding firms
1.4 Improve Access to Land for Industrial Development													

Facilitate access to dedicated land in every region for the establishment of multi-purpose industrial parks, sector specific industrial enclaves, and enterprise free zones			Collaborate with STMA to acquire litigation free lands for development of industrial parks in the Metropolis					2,000,000.00	1,500,000.00		STMA, MOTI	AGI, GEPA, RCC, Lands Commission, National Hse of Chiefs, Traditional Council	GNCCI, NBSSI, GIPC,
1.5 Pursue flagship industrial development initiatives													
Build competitiveness of existing industries by supporting them with a stimulus package			Identify SMEs for support in their product development						15,000.00		STMA, MOTI	NBSSI, GEPA, BANK	AGI, EXIM
			Facilitate MSMEs access to Business Improvement Programs					5,000.00	3,000.00	100,000.00	STMA, MOTI	NBSSI, GNCCI, GEPA	AGI,
Implement One district, one factory initiative			Facilitate the enrolment of SMEs onto the 1D1F Program					1,000.00		1,000,000.00			
1.6 Improve Business Financing													

Restructure the existing state-sponsored microfinance schemes including MASLOC to provide credit for SMEs			Facilitate the provision of credit to SMEs through MASLOC						100,000.00				
1.7 Support Entrepreneurship and SME Development													
Provide opportunities for MSMEs to participate in all Public-Private Partnerships (PPPs) and local content arrangements			Facilitate MSMEs access to Business Improvement Programs						5,000.00	5,000.00	50,000.00		
1.8 Enhance Domestic Trade													
Develop modern markets and retail infrastructure in every district to enhance domestic trade		Market Development	Facilitate the process of developing Mini Malls in Metropolis								50,000,000.00	STMA, MOTI	RCC, AGI, NBSSI, GEPA,GNCCI
			Redevelopment Takoradi Market Circle						500,000.00	800,500,000.00	STMA, MOTI	AGI, GNCCI, GEPA, NBSSI, RCC, GIPC	
			Redevelopment Sekondi Central Market						250,000.00	700,000,000.00	PPP	MPCU	

			Development of Multi-Storey Car Park						20,000.00	958,000,000.00	PPP	MPCU
			Redevelopment of Effia- No. 9 Market						50,000.00	4,000,000.00	PPP	MP, MPCU
			Construction of modern market complex at Fijai						200,000.00	3,500,000.00	WORKS	PPP
Develop market support services for selected horticulture, food and industrial crops to enhance production for export			Organise Training on export development for identified SMEs in the STMA					5,000.00			MOTI	NBSSI, GEPA,GNCCI, GIPC, AGI
1.9 Promote a demand-driven approach to agricultural development												
Develop market support services for selected horticulture, food and industrial crops to enhance production for export			Organise Training on export development for identified SMEs in the STMA					5,000.00			STMA, MOTI	NBSSI, GEPA,GNCCI, GIPC, AGI

Promote and expand organic farming to enable producers access the growing world demand for organic products			Collect prize data on agric. Commodities/ inputs weekly						3,000.00	2,000.00		Agriculture	MPCU
1.10 Improve production efficiency and yield													
Reinvigorate extension services	Agriculture	Provide support to Agriculture practitioners	Train 400 Farmers on the use of Agric Machinery and Tools for Agric. production	Enhanced agricultural Production							16,800.00	Department of Agriculture	NGOs, Farmers and Grasis
			Carry out 1,360 farm and home visit to demonstrate Agric. Technologies and Information to Farmers by AEAs								50,400.00	Department of Agriculture	
			Establishment yield plots and conduct yield								16,000.00	Dept. of Agriculture	

			studies in selected commodities										
			Conduct active disease surveillance in poultry and livestock quarterly							16,000.00	Vertinary Unit	Department of Agriculture	
Develop systems to harvest excess water for irrigation	Facilitate the acquisition of land and small-scale irrigation equipment	Facilitate the construction of irrigation facilities	To build capacity of 100 farmers on construction and management of the irrigation facilities	Production of Food crops especially vegetables all year round						8,600.00	Department of Agriculture	Ghana Irrigation Authority	
Develop the capacity of farmers to use meteorological information	Improve Productivity and production of Agriculture	Provide support to Agriculture practicians	Facilitate training for MAOs /AEAs to promote the introduction of climate smart agriculture	Enhanced agricultural Production and yields						36,000.00	Department of Africulture	RADU	

			technologies										
1.11 Enhance the application of science, technology and innovation													
Disseminate information on weather and prices	Market intelligence developed	Provision of field equipment for extension services	Provision of logistics to Extension Officer	Farm measurement enhanced through the application of science and technology						12,600.00		Department of Agriculture	Procurement Unit
1.12 Ensure sustainable development and management of aquaculture													
Design and implement a flagship intervention to be known as "aquaculture for jobs and food"	Facilitate the engagement of private partners in the development of landing sites	Development of proposals	Engagement of identified private partners in Fisheries Sub-sector	Sustainable development and management of fisheries resources							60,000.00	Fisheries Department	Department of Agriculture
	Engagement of interested investors in the fishing sector		Facilitate the linkage between investors and fish farmer groups								4,600.00	Fisheries Department	Department of Agriculture
1.13 Ensure sustainable development and management of Aquatic Fisheries Resources													

Reduce illegal fishing and post-harvest losses	Identification of potential fish farmers in the district	Formation of groups	Organized 8 trainings for the associations									Fisheries Department	Department of Agriculture
	Identification of major fishing communities	Awareness creation of co-management Mechanisms for Fisheries resources	Building capacities of identified stakeholders on management of Fishery resources							8,600.00		Fisheries Department	Department of Agriculture
1.14 Develop a competitive creative arts industry													
Promote PPP in the development of the creative arts industry	Trade and Industry promotion	S.P.I Regional services	Facilitate the development and operation alization of a craft Village the Metropolis	Competitive creative arts industry through craft Village development and operations				1,500,000.00	750,000.00	3,500,000.00		STMA, MOTI,CNC	AGI, GNCCI, GEPA, NBSSI, RCC, GIPC
								3,691,100.00	3,298,000.00	2,520,872,000.00			
Sub-Total for Economic Development								2,527,861,100.00					

4.1.2 Social Development Programme of Action

STRATEGIES	PROGRAM MES	SUB-PROGRAM MES	PROJECTS / ACTIVITIES	OUTCOME/ IMPACT INDICATORS	TIME FRAME				INDICATIVE BUDGET			IMPLEMENTING AGENCIES	
					2018	2019	2020	2021	GoG	IGF	DONOR	LEAD	COLLABORATING
2.1 Enhance inclusive and equitable access to, and participation in quality education at all levels													
Ensure inclusive education for all boys and girls with special needs	Education	Enrolment drive	Organize my first day at school	To increase and retain enrolment at the basic school level					10,000.00	25,000.00		MES	MPCU
			Community sensitization on the need to give equal attention to both boys and girls by parents	Equal opportunity given to both boys and girls						15,000.00	5,000.00	MES	NCCE
			Organize enrolment drive in eleven (11) communities	Increase in enrolment in basic schools					10,000.00	30,000.00	20,000.00	MES	NCCE

			Organize BECE sensitization programme for BECE candidates	Improve performance in BECE					20,000.00		MES	NCCE, IFS
			Organize BECE mock exams for BECE candidates					40,000.00	20,000.00		MES	MPCU
Popularize and demystify the teaching and learning of science, technology, engineering and mathematics (STEM) and ICT education in basic and secondary education			Organize STEM for boys and girls					10,000.00	20,000.00	50,000.00	MES	MPCU

Expand infrastructure and facilities at all levels			Construction of 8 No. 6 unit classroom blocks with ancillary facilities					4,800,000.00			Works	MES, GETFund Secretariat
			Rehabilitation of 35 No. of basic schools					10,500,000.00	100,000.00	200,000.00	Works	MES, GETFund Secretariat
			Construction of 3 No. 2 storey 12 Unit Classroom Block with ancillary facilities					6,000,000.00		2,000,000.00	Works	MES, GETFund Secretariat, GNPC
2.2 Strengthen school management systems												
Implement accelerated programme for teacher development and professionalisation			Train head teachers in ESPV validation					20,000.00			MES	
2.3 Enhance quality of teaching and learning												

Ensure adequate supply of teaching and learning materials			Provision of teaching and learning materials					800,000.00	60,000.00		Procurement unit	MES
2.4 Ensure sustainable sources of financing for education												
Explore alternative sources for non-formal education			Implementation of Non-Formal programmes					15,000.00	5,000.00	20,000.00	NFED	MES
Provide life skills training and management for managing personal hygiene, fire safety, environment, sanitation and climate change			Provision of life skill training programme in arts and craft					10,000.00	15,000.00	30,000.00	NFED	MES
2.5 Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)												

Accelerate implementation of Community-based Health Planning and Services (CHPS) policy to ensure equity in access to quality health care	Health	Health Facilities Development	Provision of 5 No. CHPS facility					3,500,000.00	500,000.00	800,000.00	MHD	Works
Expand and equip health facilities			Provision of equipment to selected health facilities					1,500,000.00		300,000.00	MHD	Procurement
Strengthen maternal, newborn care and adolescent services			Monitoring and supervision of midwifery and child health Activities					25,000.00			MHD	
			Carry out maternal and still birth audits					20,000.00			MHD	ENNMC

			Refresher Training on life saving skills for the Midwifery staff					50,000.00			MHD	ENNMC
			Collaborating with private and NGO's on Maternal Health Issues					10,000.00		20,000.00	MHD	NGOS
			Ensure Equitable Distribution of Midwives to Health facilities					2,000.00			MHD	
Intensify implementation of malaria control programme			Implement malaria control programme					15,000.00	5,000.00	30,000.00	MHD	EHMD
			Fumigation of selected communities					200,000.00	10,000.00			EHD

Implement the Non-Communicable Diseases (NCDs) control strategy			Printing and disseminating of IE&C materials					10,000.00			MHD	
			Radio discussions and the use of CCC to educate the public on prevention and control of communicable & non-communicable diseases					25,000.00	5,000.00		MHD	EHMD
			Health Education and promotion activates at health facilities					20,000.00			MHD	EHMD

Expand and intensify HIV Counselling and Testing (HTC) programmes	HIV Testing Services (HTS)	Know your Status campaign	Organise quarterly HTS by utilizing public gatherings eg: festivals, political events, schools and community outreach)	90% of people living with HIV know their status and enroll in care					50,000.00	10,000.00	20,000.00	MAC	GHS, GAC, NGOs
			Monitor HTS and Report quarterly						20,000.00				MAC
Intensify education to reduce stigmatization	HIV Stigma Reduction Education		Sensitize journalists, NGOs, Queen Mothers, House of Chiefs and Identified groups, Churches and Mosques						24,000.00		10,000.00	MAC	GHS, GAC, NGOs

Intensify behavioural change strategies especially for high risk groups for HIV & AIDS and TB			Produce and distribute 20,000 IEC and BCC materials to induce behavioural change								MAC	GHS, GAC, NGOs, Media
			Procure and distribute 25,000 condoms and lubricants									
			Organize quarterly monitoring visit to NGOs implementing Key Populations interventions									

			Revival and formation of 50 no. ALERT clubs in Basic schools								
Strengthen collaboration among HIV & AIDs, TB, and sexual and reproductive health programmes			Organize quarterly Metro AIDS Committee meetings				24,000.00	10,000.00		MAC	GAC
			Support Models of Hope and PLHIV Support Groups meetings								
			Administration and communications (phone calls & internet)				10,000.00	10,000.00		MAC	GAC

Intensify efforts to eliminate mother to child transmission of HIV (MTCTHIV)	Elimination of Mother-to-Child HIV transmission in STMA	Education	Educate pregnant women on EID in antenatal care and including community outreach education					20,000.00		20,000.00	MHD	MAC, GHS, GAC, NGOs
			Hold quarterly radio discussion on Early Infants Diagnosis of HIV					25,000.00		20,000.00	MHD	MAC, GHS, GAC, NGOs
2.6 Improve population management												
Improve maternal and adolescent reproductive health		RCH	Construction of Adolescent Health Centers at major Health facilities					100,000.00			MHD	Development Planning

Strengthen the integration of family planning and nutrition education into adolescent reproductive healthcare.			Organize public sensitization on the need to embark on family planning					20,000.00			MHD	NGOS
2.7 Promote sustainable water resource development and management												
Provide mechanized borehole and small town water systems	Water and Sanitation	Water	Provision of mechanized boreholes in selected communities	Increased access to portable water				15,000.00		300,000.00	DWSC	CWSA,GNPC
Promote National Total Sanitation Campaign		Sanitation	Organize sanitation campaign	Improve environmental sanitation				10,000.00	40,000.00	10,000.00	EHMD	WMD
Implement the "Toilet for All" and "Water for All" programmes under			Provision of HH toilet facilities in slum communities					100,000.00	50,000.00			EHMD

the IPEP initiative											
Monitor and evaluate implementation of sanitation plan	Environmental		Collect data for the monitoring of sanitation plan				10,000.00	15,000.00		EHMD	Development Planning
Encourage private sector investment in recycling and recovery plants to deal with the menace of plastics and electronic waste.			Collaborate with the Private sector to develop a recycling plant				1,500,000.00	300,000.00		WMD	PPP
Provide public education on solid waste management			Organize public education on sanitation					6,000.00		EHMD	WMD

Enhance implementation of the Polluter Pays Principle in waste management			Implement the polluter pay system						15,000.00		WMD	RMU
Review, gazette and enforce MMDAs' bye-laws on sanitation		Public health	Gazette the Assembly's bye-law					10,000.00			LEGAL	Development Planning
Develop and implement strategies to end open defecation			Enforcement of bye-laws to end open defecation						15,000.00		EHMD	LEGAL
2.8 Ensure effective child protection and family welfare system												
Mainstream child protection interventions into development	Social Welfare	Child protection	Provide family care services to 100 families	Improve in the number of cases handled				20,000.00	6,000.00		SW	CD

nt plans and budgets of MDAs and MMDAs			Provide care for abandon babies family care services to 100 families					6,000.00				
Strengthen capacity of government institutions and CSOs for implementing and advocating child protection and family welfare policies and programmes		Capacity building for caregivers	Organize training for 20 untrained caregivers	Improve ment in the child protection and care					5,000.00	64,000.00	SW	PP
			Monitor and Evaluate the activities of day care center operators					4,000.00	2,000.00		SW	CD
			Monitor the activities of NGOs					4,000.00	1,500.00		SW	Development Planning
2.9 Enhance the well-being of the aged												
Create an aged database on the aged to		Care for the aged	Develop a database of all the aged	Improve d care for the aged				10,000.00	2,000.00	10,000.00	SW	Development Planning

support policy making, planning and monitoring and evaluation			Provide care and assistance to the aged						30,000.00		15,000.00	SW	CD
2.10 Attain gender equality and equity in political, social and economic development systems and outcomes													
Institute gender-responsive budgeting and training on gender equality in civil and public services	Gender Development	Gender responsiveness	Develop gender-based activities	Bridge the gender equity gap						50,000.00	60,000.00	Gender Desk Unit	Social welfare
			Training of key officers in gender mainstreaming						30,000.00	20,000.00	Gender Desk Unit	HR	
2.11 Promote economic empowerment of women													
Ensure at least, 50 percent of MASLOC funds allocation to female applicants		Women empowerment	Organize female applicants to access MASLOC funds	Women empowerment increased						10,000.00		Gender Desk Unit	SW

Encourage women artisans and other tradesmen, including farmers to form associations for easy access to information and other forms of support.			Organize training to encourage females to undertake male dominated trades							60,000.00	Gender Desk Unit	SW	
2.12 Strengthen social protection, especially for children, women, persons with disability and the elderly													
Strengthen and effectively implement existing social protection intervention programmes and expand their coverage to include all vulnerable groups		Social protection	Provision of LEAP to beneficiaries	Improvement in the quality of life of the poor					400000	4000		SW	MLIC

Establish well-resourced shelters for abused persons			Equip and provide goods to the shelter					12,000.00	160,000.00		SW	Development Planning
2.13 Promote full participation of PWDs in social and economic development of the country												
Ensure effective implementation of the 3 percent increase in District Assemblies Common Fund disbursements to PWDs			Provide support to persons with disabilities					140,000.00	2000		SW	
2.14 Promote effective participation of the youth in socioeconomic development												
Develop and implement apprenticeship and employable skill training for out-of-school youth and graduates			Provide skills training for the out of school youth and graduates							160,000.00	SW	NFED, Global Communities
								30,156,000.00	1,573,500.00	4,244,000.00		
Sub-Total for Social Development								GHS 35,953,500.00				

4.1.3 Environment, Infrastructure and Human Settlement Programme of Action

STRATEGIES	PROGRAMMES	SUB-PROGRAMMES	PROJECTS/ACTIVITIES	OUTCOME/IMPACT INDICATORS	TIME FRAME				INDICATIVE BUDGET			IMPLEMENTING AGENCIES	
					2018	2019	2020	2021	GoG	IGF	DONOR	LEAD	COLLABORATING
					Reduce environmental pollution								
Promote science and technology in waste recycling and waste-to-energy technologies	Recycling	Waste to Energy using information technology	Collaborate with an Investor to develop waste-to-energy factory							8,500,000.00		Private Investor	ppp
Intensify public education on noise pollution	Public sensitization		Organize awareness creation on the effects of noise pollution						10,000.00			MEHD	NCCE
Intensify enforcement of regulations on noise and air pollution including open burning			Enforce and prosecute offenders						5,000.00			MEHD	Legal
Reduce greenhouse gases													

Promote tree planting and green landscaping in communities			Development of nurseries seeds for tree planting					15,000.00	5,000.00	30,000.00	Parks and Garden	CSLP
			Planting of trees within selected schools					5,000.00	5,000.00	10,000.00	Parks and Garden	CSLP
			Landscaping and horticultural activities within the Metropolis					25,000.00	20,000.00	5,000.00	Parks and Garden	Physical planning
Promote proactive planning for disaster prevention and mitigation												
Educate public and private institutions on natural and man-made hazards and disaster risk reduction	Disaster Prevention and Management		Conduct Industrial safety audit	Awareness creation				20,000.00	20,000.00		NADMO	MEHD
			Conduct school safety audit						15,000.00		NADMO	GNFS, GES
			Conduct community visitation					10,000.00	40,000.00		NADMO	ASS. MEM, OPINION LEADERS
Strengthen early warning and			Preparation of Disaster Management Plan				15,000.00	35,000.00		NADMO	Development Planning	

response mechanism on disasters			Conduct stimulation exercise on disaster management preparedness					15,000.00	10,000.00	25,000.00	NADMO	GNFS
Strengthen the capacity of the National Disaster Management Organisation (NADMO) to perform its functions effectively			Training of DVGs and DVCs	Check for proper safety measures and equipment				15,000.00	10,000.00		NADMO	GNFS
			Organize disaster Management meetings	Meetings to be held				30,000.00	30,000.00		NADMO	GES, GHS, GP, GNFS,GN
			Procure disaster relief items for the vulnerable					200,000.00	100,000.00		NADMO	Central Admin.
Improve efficiency and effectiveness of road transport infrastructure and services												
Ensure capacity improvement by constructing missing links	Roads		Provision of links roads in newly developed areas					2,500,000.00	1,500,000.00		URD	WORKS DEPT.

Expand and maintain the national road network		Routine Maintenance	Routine works maintenance on selected roads, regravelling, drain and culvert construction and resealing works in Sekondi-Takoradi Metropolis	Road networks to be maintained				159,308,000.00	1,000,000.00		Urban Roads Dept.	WORKS DEPT.
		Periodic Maintenance	Rehabilitation of roads in selected towns	Roads to be maintained and to reduce traffic				46,883,339.00			Urban Roads Dept.	WORKS DEPT.
			Construction of roads in some selected areas in the Metropolis	Roads to be maintained and to reduce traffic				120,142,881.00			Urban Roads Dept.	WORKS DEPT.
			Culvert replacement at selected towns in the Sekondi-Takoradi Metropolis	Culverts to be replaced and to eliminate flooding							Urban Roads Dept.	WORKS DEPT.

			The upgrading of some roads in selected areas in the Sekondi-Takoradi Metropolis	Make roads safe and improve their conditions				69,758,000.00			Urban Roads Dept.	WORKS DEPT.
Develop a more rigorous public transport system to help alleviate congestion in urban areas	Infrastructure delivery and management	Development Projects	Construction of interchange at some selected areas in the Metropolis	Make roads safe and enhance urban mobility				2,808,000.00			Urban Roads Dept.	WORKS DEPT.
			Dualization of Sekondi Road and Nkrumah Roundabout to Inchaban	Reduce Traffic				123,000,000.00			Urban Roads Dept.	WORKS DEPT.
			Provision of bitumen surfaces on selected road networks within the Metro					30,000,000.00			Urban Roads Dept.	WORKS DEPT.
Provide bitumen surface for road networks in district capitals and areas of high agricultural production and tourism.												
Address recurrent devastating floods Enhance climate change resilience												

Undertake Sustainable urban forest management through the planting of mangroves, pocket parks and trees in Sekondi-Takoradi Metropolis			Build capacity through training of fisher men, fishmongers, youth and the inhabitants of the importance of keeping the urban forest/ of the relevance of tree planting										
			Hold training sessions in conserving and restoring greenery and mangroves in schools, churches, community groups and also the radio										
			4. Establish tree planting										

			clubs in public and private schools								
			Control development such as green buffer, roof top gardening, tree planting along road corridors								
Intensify public education on indiscriminate disposal of waste			Organize community sensitization programme on proper waste disposal			10,000.00	10,000.00	30,000.00	MEHD	WMD	
			Provision of communal containers			100,000.00	50,000.00		Procurement	WMD	
			Expand the door-to-door waste collection system				30,000.00		WMD	Private WM Companies	

			Implement waste segregation programme					50,000.00	10,000.00	50,000.00	WMD	NGOS, Private WM Companies
Prepare and implement adequate drainage plans for all MMDAs			Update and prepare a drainage master plan for the Metro					80,000.00	50,000.00		Drains and Maintenance Unit	Hydrological Dept. Works, URD
			Construction of storm drains in selected communities									
Promote a sustainable, spatially integrated, balanced and orderly development of human settlements												
Fully implement Land Use and Spatial Planning Act, 2016 (Act 925)			Implementation of street address and property numbering system					700,000.00	100,000.00		Physical Planning	Technical Planning Comm.
			Preparation and implementation of local plans					350,000.00	150,000.00		Physical Planning	Technical Planning Comm.

Strengthen the human and institutional capacities for effective land use planning and management nationwide			Organize stakeholders meeting on land-use planning and management						50,000.00		Physical Planning	Technical Planning Comm.
Provide adequate, safe, secure, quality and affordable housing.												
Promote social housing scheme in urban, peri-urban and rural areas			Construction of affordable housing in the Metropolis					6,000,000.00	5,000,000.00	9,000,000.00	CSUF	Central Admin. MWH
Expand availability of housing financing			Development of affordable housing scheme financing						500,000.00	10,000,000.00	CSUF	Central Admin, MWH
Support self-help building schemes organized along communal themes, cooperative societies and crop			Formation of Sekondi-Takoradi Housing Cooperative						20,000.00	30,000.00	CSUF	Central Admin.

and trade associations												
Promote resilient urban development												
Establish special growth centres and urban networks, with spatially targeted investment interventions			Preparation of Investment Plan for growth and development					450,000.00	50,000.00	100,000.00	Development Planning	Physical Planning, Budget
Facilitate the implementation of urban renewal programmes			Redevelopment of the Central Business District						1,500,000.00	20,000,000.00	PPP	Private Investors
Facilitate Public-Private Partnerships in the development and maintenance			Organize Investors Forum to attract Private developers for the development					500,000.00	1,500,000.00	2,000,000.00	PPP	Private Investors

e of urban infrastructure			nt and management of Urban Infrastructure such as commercial toilet and market facilities										
Improve quality of life in slums, Zongos and inner cities													
Encourage the participation of slum dwellers in improving infrastructure facilities	Zongo and Inner city development	Slum-upgrading	Organize stakeholders to engage slum dwellers in the use of indigenous technology in upgrading their environment					50,000.00	20,000.00	30,000.00	CSUF	Global Communities	
Upgrade inner cities, Zongos and slums and prevent the occurrence of new ones			Provision of an upgraded facilities within zongos and inner cities communities					4,000,000.00	50,000.00	50,000.00	Development Planning	CSUF, Physical Planning, WMD	
								3,371,532,220.00	11,795,000.00	49,860,000.00			
Sub-Total Environment, Infrastructure and Human Settlement								3,433,187,220.00					

4.1.4 Governance, Corruption and Public Accountability

STRATEGIES	PROGRAM MES	SUB-PROGRAM MES	PROJECTS/ ACTIVITIES	OUTCOME/ IMPACT INDICATORS	TIME FRAME				INDICATIVE BUDGET			IMPLEMENTING AGENCIES	
					2018	2019	2020	2021	GoG	IGF	DONOR	LEAD	COLLABORATING
4.1 Deepen political and administrative decentralization													
Strengthen sub-district structures	Management and Administration	Sub-structures	Continuation and Completion of Effia-Kwesimintsim Sub-metro	Improved local governance delivery					600,000.00			Works	Effia-Kwesimintsim Sub-metro
			Completion of the renovation works at the Takoradi Sub-Metro					400,000.00	100,000.00		Works	Takoradi Sub-Metro	
			Re-roof the main office block at Sekondi					300,000.00			Works	Central Admin	
			Rehabilitation and refurbishment of the Assembly's Chambers and selected Offices					400,000.00	200,000.00		Works	Estate Unit	
4.2 Improve decentralized planning													

Strengthen local level capacity for participatory planning and budgeting	Staff Development	Training in prosecution						40,000.00	10,000.00		HR	EHD
		Records Management training						25,000.00	10,000.00		HR	Central Admin.
		Training of staff in GIS						40,000.00		50,000.00	HR	Physical Planning, Development Planning
		Training of drivers and preparation of training manual						30,000.00	25,000.00		HR	Transport Dept.
		Train 93 Metro Guards in drills and 5 in drills and duties instructors						80,000.00	40,000.00		HR	Metro Guard Unit
		Training of selected staff in the revised S.T.M.A bye-laws and 15 Officers in prosecution duties of court processes					50,000.00	250,000.00		HR	Legal	

			General capacity building of staff in selected programmes					100,000.00	50,000.00		HR	Central Admin
		Provision of logistics	Provision of computers and accessories for selected offices					1,000,000.00	500,000.00	1,000,000.00	Procurement	MIS
			Procure 10 No. vehicles					1,400,000.00	700,000.00		Procurement	Transport
			Procure 12 No. Motorbikes								Procurement	Transport
2.2.2 Strengthen local capacity for spatial planning			Implementation of local and spatial plans					100,000.00	10,000.00	1,000,000.00	Physical Planning	Technical Planning Committee
			Training of staff in Capital Investment Planning							250,000.00	GUMPP Secretariat	Development Planning, GUMPP Technical Team

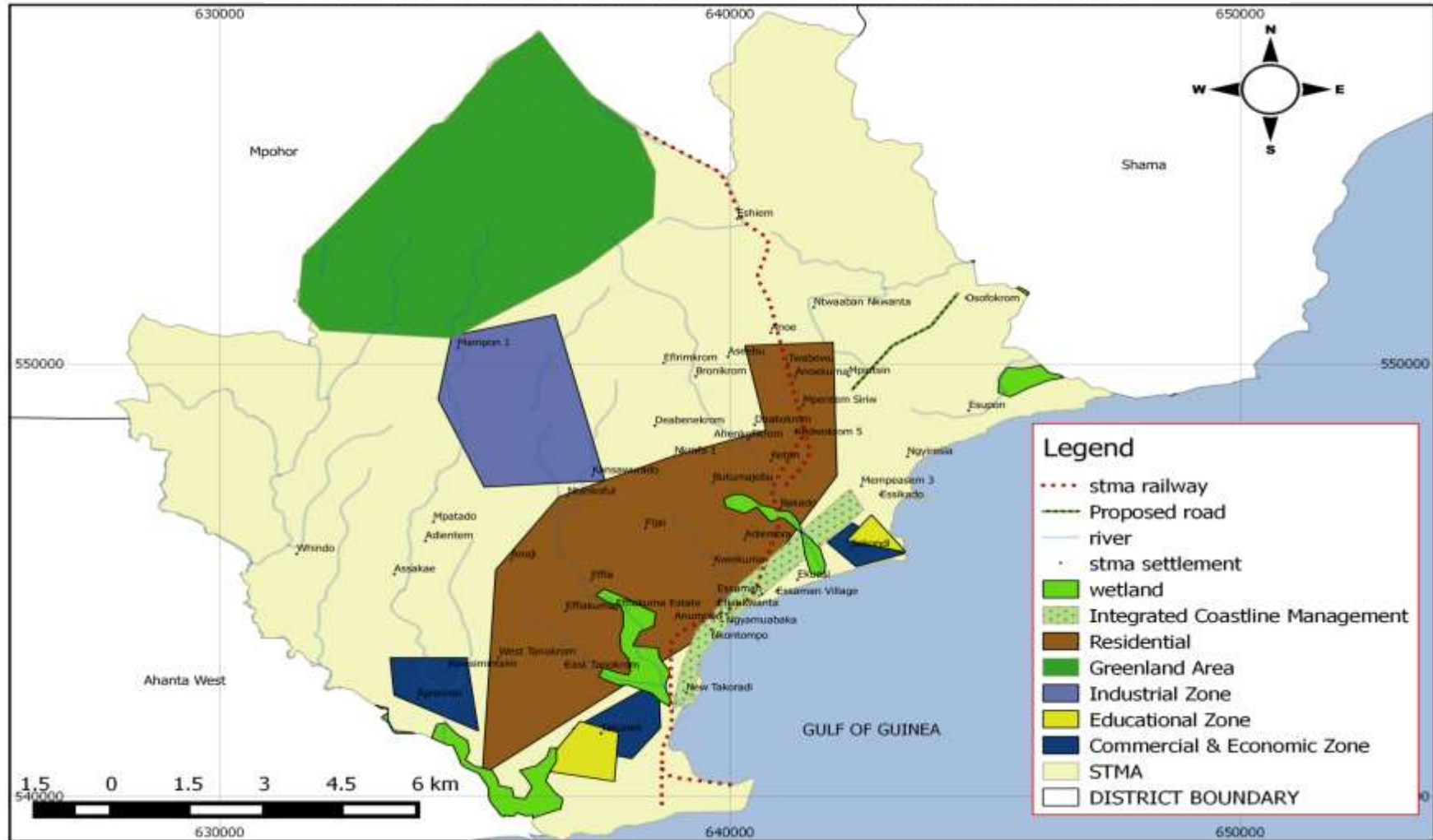
Create enabling environment for the implementation of the Local Economic Development (LED) and Public Private Partnership (PPP) policies at the district level			Training of PPP Committee in PPP activities					100,000.00	50,000.00	50,000.00	HR	PPP
Ensure implementation of planning and budgeting provisions in LI 2232 and the Public Financial Management Act 2016 (Act 921)			Preparation and submission of reports						50,000.00		Development Planning	Budget, Finance and Central Admin
Enhance revenue mobilization capacity and capability of MMDAs			Training of revenue collectors					60,000.00	40,000.00		HR	RMU, Finance, Budget and Rating

Strengthen PPPs in IGF mobilization			Implementation of automated system of revenue collection					200,000.00	100,000.00		Budget and Rating	Finance
Improve service delivery at the MMDA level	Procurement		Procure uniforms and camouflage uniforms for 98 Metro Guards					150,000.00	50,000.00		Procurement	Metro Guard Unit
			Conduct recruitment exercise						100,000.00		HR	Central Admin
			Procure Office furniture for selected Departments					350,000.00	50,000.00		Procurement	Central Admin
		Conduct Asset quality exercise	Request for needs from various departments					20,000.00	30,000.00		Estate Unit	Central Admin
		Preparation of Operation and Maintenance	Check the stock balances & highlight on the safety stock					35,000.00	15,000.00		Estate Unit	Development Planning

		Implementa tion of Operations and Maintenan ce Plan	Check renewal of certificate registration and other clearance					400,000.00	100,000.00		Estate Unit	Central Admin
	Transport Unit	Maintenan ce of assembly vehicles	Oil change. Daily checks	Vehicles in good condition s				400,000.00	600,000.00		Mechanic al Unit	Transport
4.3 Improve popular participation at regional and district levels												
Promote effective stakeholder involvement in developmen t planning process, local democracy and accountabilit y	Administra tion		Organizatio n of General Assembly meetings, Executive Committee, Managemen t, MESEC and statutory meetings					1,500,000.0 0	2,500,000.00		Central Admin	Sub- Committe es
Modernize public service institutions for efficiency and productivity			Networking and administrati on					50,000.00	40,000.00		MIS	Central Admin.
Improve documentati on within the public sector			Training of staff in ICT						50,000.00		HR	MIS
4.4 Enhance capacity for policy formulation and coordination												

Strengthen the implementation of development plans			Training of MPCU members in Monitoring and evaluation					50,000.00	20,000.00		HR	Central Admin
			Allocate funds for MPCU operational activities					100,000.00	80,000.00		Budget	Finance, Central Admin
4.5 Ensure responsive governance and citizen participation in the development dialogue												
Organize National Policy Summits, regular town hall meetings and meet-the-press series periodically around key Government initiatives			Organize Town hall meetings, Community Engagement					50,000.00	100,000.00	100,000.00	Development Planning	Central Admin
			Implementation of OPG activities					200,000.00	50,000.00	100,000.00	OGP Committee	Central Admin, NGOS
			Training of citizens in Participatory Monitoring and Evaluation							25,000.00	Development Planning	NGOS
								8,230,000.00	5,920,000.00	2,575,000.00		
Sub-Total Governance, Corruption and Public Accountability								16,725,000.00				

SEKONDI – TAKORADI METRO – PREFERRED DEVELOPMENT OPTION



4.2 INDICATIVE FINANCIAL STRATEGY

The indicative financial plan has been developed based on the projected revenue from the various sources and intended areas of expenditures. It is significant to note that the projected expenditure excluded major socio-economic infrastructure such as railways network, electricity, water and telephone. These expenditures are usually incurred by central government actors like Ministries, Departments and Agencies (MDA's) who are directly in charge of these infrastructure or utilities. The total estimated cost of all programmes to be implemented in the Plan period would cost **Six Billion, Thirteen Million, Seven Hundred and Twenty-Six Thousand, Eight Hundred and Twenty Ghana Cedis [GHS 6,013,726,820.00]**

The table below indicates the projected revenue the Assembly is expected to receive from the internally generated funds, central government and other donor funds to ensure the timely implementation of programmes identified within the plan period. All other things been equal, the Assembly has projected an amount of **One Billion, Five Hundred and Forty-Four Million, Three Thousand, Five Hundred and Twenty-Seven Ghana Cedis Forty-Six pesewas [GHS 1,544,003,527.46]**.

4.2.1 Projected Revenue for 2018-2021

REVENUE SOURCES GHS	2018	2019	2020	2021	TOTAL PROJECTED REVENUE [GHS]
IGF	9,025,429.44	10,830,515.33	12,996,618.39	15,595,942.07	48,448,505.23
GOG	337,757,093.29	338,544,639.79	339,710,940.94	340,363,872.21	1,356,376,546.23
DACF	6,602,946.00	6,602,946.00	6,602,946.00	6,602,946.00	26,411,784.00
MPCF	5,000,000.00	5,000,000.00	5,000,000.00	5,000,000.00	20,000,000.00
DDF	1,066,673.00	1,066,673.00	1,066,673.00	1,066,673.00	4,266,692.00
UDG	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	4,000,000.00
GUMPP	3,000,000.00	5,000,000.00	6,500,000.00	7,000,000.00	21,500,000.00
GETfund	5,000,000.00	6,000,000.00	6,000,000.00	6,000,000.00	23,000,000.00
Other funds (Specify)	10,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00	40,000,000.00
TOTAL	378,452,141.73	384,044,774.12	388,877,178.33	392,629,433.28	1,544,003,527.46

EXPENDITURE PROGRAMMES	Total Cost 2018-2021	EXPECTED REVENUE				TOTAL REVENUE	GAP
		GOG	IGF	DONOR	OTHERS		
Economic Development	2,527,861,100.00	1,411,055,022.23	48,448,505.23	21,500,000.00	40,000,000.00	1,521,003,527.46	4,492,723,292.54
Social Development	35,953,500.00						
Environment, Infrastructure and Human Settlement	3,433,187,220.00						
Governance, Corruption and Public Accountability	16,725,000.00						
Grand Total of the MTDP 2018-2021	6,013,726,820.00						

4.2.2 FINANCING THE GAP

There is the need for financial resources to meet the development projects identified for the Medium-Term Plan period. To ensure effective implementation of the 2018-2021 MTDP, the following strategies will be implemented to increase the revenue base of the Assembly.

- ❖ Intensify efforts to expand the revenue items of internally generated funds
- ❖ Valuation of unassessed properties in the metropolis
- ❖ Application of automated system of revenue collection
- ❖ Sensitization of the public to pay rates
- ❖ Develop public-private partnership (PPP) arrangement
- ❖ Collaborate with the private sector
- ❖ Collaborate with civil society organizations (CSO)
- ❖ Donor agencies

CHAPTER FIVE ANNUAL ACTION PLAN

5.1 Introduction

This chapter presents how the detailed programmes would be phased annually for the planned period. The following sections are dedicated for the composite annual action plans of the various departments and units of the Metropolitan Assembly. It is estimated that, to effectively implement the plans, an amount of **Six Billion, Thirteen Million, Seven Hundred and Twenty-Six Thousand, Eight Hundred and Twenty Ghana Cedis [GHS 6,013,726,820.00]** would be needed throughout the years. This budget is intended to be met largely from the Central Government Funds, Road funds, District Assembly Common Fund, Internally Generated Fund, Ghana Urban Management Project Funds, Urban Development Grant, District Development Fund and other donor sources.

2018 ANNUAL ACTION PLAN

GOAL 1: BUILD A PROSPEROUS SOCIETY														
S/ NO	PROGRA MMES AND SUB- PROGRA MMES	ACTIVITIES	LOCATIO N	BASEL INE	OUTPU T INDICAT ORS	QUARTERLY TIME SCHEDULE				INDICATIVE BUDGET			IMPLEMENTING AGENCIES	
						1 st	2 nd	3 rd	4 th	GoG	IGF	Donor	Lead	Collaborati ng
1	Economic Develop ment	Construct craft village at the Regional culture centre	Fijai		200 no. sheds constru cted					600,000. 00			CNC	Planning Unit/Works Dept
		Construct sheds with ancillary facilities (office, water, store room) for palm kernel operators	Ahenkofi		1No. Shed constru cted					300,000. 00			Works Dept	Agric Dept
		Construct 1 No. Fish Smoking and Processing Facility for fish mongers	Sekondi Yensudo, Nkotomp o		1No. Fish facility constru cted					400,000. 00			Works Dept	Agric Dept
		Facilitate, hold meetings on the Assembly's									40,000. 00		PPP Team	Consultant

		Proposed Public-Private Partnership (PPP) Projects Implementation											
		Transaction Advisory Services for the Redevelopment of Takoradi Market Circle Project under PPP arrangement	Takoradi									PPP Team	Consultant
		Transaction Advisory Services for the Redevelopment of Sekondi Market Project under PPP arrangement	Sekondi									PPP Team	Consultant
		Transaction Advisory Services for the Development	Takoradi									PPP Team	Consultant

		of Multi-Purpose Storey Car Park Project under PPP arrangement PPP Team										
		Transaction Advisory Services for the Development of a Transit Terminal for Haulage Trucks Project under PPP arrangement	Mpintsim - Sofokrom								PPP Team	Consultant
		Redevelopment of Takoradi Centre Business District under Public-Private Partnership Arrangement	Takoradi								PPP Team	Consultant
		Facilitate, hold meetings, sensitizations and educations							50,000.00		PPP Team	MPs, Decentralised Dept.

		on the Government's Priority Projects											
		One District One Factory Project											
		One Million per Constituency	Metro Wide					5,000,000.00					
		Organise Investors Forum to attract Development Partners	Takoradi						150,000.00		PPP Team	MPs, Decentralised Dept.	
		Planting for Food and Jobs											
		Organise 8 sessions one-day fora for farmers and agro-input dealers	Metro Wide		8No. sessions held			4,000.00			Agric Dept.	MOFA	
		Rehabilitate Sekondi Slaughter house	Sekondi		slaughter house rehabilitated			100,000.00			Works Dept	Agric Dept.	
		Construct Agric information centres in all	Metro Wide		4No. Information			200,000.00			Agric Dept	MOFA	

		the sub metros											
		Undertake 1534 home and farm visits to disseminate appropriate	Metro Wide		1534No. Sessions held				10,000.00			Agric Dept.	MOFA
		Disseminate extension information by use of FM radio and information van	Metro Wide						7,640.00			Agric Dept	MOFA
		Organise on-farm demonstrations and field days (32 demonstrations and 16 field days)	Metro Wide						10,944.00			Agric Dept	MOFA
		Conduct active disease surveillance in 50 livestock, poultry and pets	Metro Wide						2,100.00			Agric Dept	MOFA
		Undertake regular clinical veterinary	Metro Wide						2,000.00			Agric Dept	MOFA

		duties with at least 1,500 cases treated										
		Train 50 women farmers in weanimix preparation and utilization	Selected rural areas					4,536.00			Agric Dept	MOFA
		Train 10 FBOs on marketing, group dynamics, entrepreneurial development and financial management and Link FBOs to service providers	Metro Wide					10,000.00			Agric Dept.	MOFA
		Train 50 farmers on appropriate post-harvest technologies and effective land management practices	Metro Wide					5,000.00			Agric Dept	MOFA

		Organise a farmer field school on orange flesh sweet potato production technologies for 40 farmers	Metro Wide						5,336.00			Agric Dept	Central Administration
		Conduct vaccination for 1,500 sheep and goats against PPR	Metro Wide						20,000.00			Agric Dept	MOFA
SUB-TOTAL=									6,681,556.00	240,000.00			
2	Infrastructure Delivery and Management	Upgrade the Fijai, Ahantaman Girls, GSTS, Diabene, Methodist, Bompeh, St. Johns, Adiembra, TTI and Takoradi secondary schools roads	Metro Wide		Length of km of SHS roads upgrade				3,000,000.00			Urban Roads Dept	Works Dept.
		Upgrade roads	Metro Wide		Length of km of SHS roads upgrade				10,000,000.00			Urban Roads Dept	Works Dept.

		Undertake Roadline Marking of selected roads in Sekondi-Takoradi (25Km)	Metro Wide						135,000.00			Urban Roads Dept	Works Dept.
		Replace culverts	Ketan road, Cocoa villa, white diamonds						2,000,000.00			Urban Roads Dept	Works Dept.
		Enhance Traffic Management & Safety (120 Road Signs)	Metro Wide						450,000.00			Urban Roads Dept	Works Dept.
		Carry out Re-sealing of roads including pothole patching	Metro Wide						3,000,000.00			Urban Roads Dept	Works Dept.
		Carry out minor rehabilitation & upgrading	Nkroful-Diabene, Agric Twon, Ahinkofikrom						2,000,000.00			Urban Roads Dept	Works Dept.
		Construct 10No. speed humps on	Metro Wide						120,000.00			Urban Roads Dept.	Works Dept.

		selected roads in the Metropolis											
		Support communities to carry out Self Help Projects			No. of communities supported				217,647.30			Central Administration	Assembly members
		Maintain parks and gardens within the Metropolis			No. of parks maintained				10,000.00			Parks & Gardens	Urban Roads Dept.
		Construct modern market with ancillary facilities; paving area, shops, offices, toilet facilities and shower	Fijai		No. of shops constructed				1,500,000.00			Works Dept	MPCU
		Install/Maintain Street Lights	Metro-Wide		No. of street lights installed and maintained				200,000.00			Works Dept/Urban Roads Dept.	MPCU
		Construct 1No. Police Post	Apremdo market						110,000.00			Works Dept/Urban Roads Dept.	Ghana Police Service

		Fence the Abattoir land and demarcate site for cattle grassing	Whindo						100,000.00			Works Dept.	MPCU
SUB-TOTAL=									20,842,647.30				
GOAL 2: SAFEGUARD THE NATURAL ENVIRONMENT AND ENSURE A RESILIENT BUILT ENVIRONMENT													
	Spatial and Land Use Planning	Conduct tracing and scaling of Planning Schemes	Metro-Wide		No. of planning scheme developed				1,200.00			T & CPD	Works Dept./Urban Roads Dept.
		Carry out Scheme droughting Plot approved block plans on respective planning schemes	Metro-Wide		No. of scheme drafted				200.00			T & CPD	Works Dept./Urban Roads Dept.
		Prepare new local plans for newly developed areas and revision of existing local plans	Metro-Wide		No. of block plans approved				25,000.00			T & CPD	Works Dept./Urban Roads Dept.
		Process, review and	Metro-Wide		no. of local				5,000.00			T & CPD	Works Dept./Urba

		approve development applications			plans developed								n Roads Dept.
		Install Pole and Wall Mount Street Name Signages in Essikado Ketan Sub Metro	Essikado Sub Metro Area		% of coverage of signages installed				500,000.00			T & CPD	Works Dept./Urban Roads Dept.
SUB-TOTAL=									532,600.00				
GOAL 3: CREATE OPPORTUNITY FOR ALL													
	Social Service Delivery	Provide school furniture for basic schools	Metro-Wide						100,000.00	50,000.00		Metro Edu.	MPCU
		Organise Mock Examination for Basic Schools (JHS 3)	Metro-Wide							30,000.00		Metro Edu.	Central Adm./Heads of Basic Schools
		Provide Teaching and learning materials for basic schools	Metro-Wide							20,000.00		Metro Edu.	Heads of Basic Schools
		Support Sports and Culture in Basic schools	Metro-Wide							20,000.00		Metro Edu.	MPCU

		Provide financial support to students (Scholarship & Bursaries)	Metro-Wide							50,000.00		Metro Edu.	Central Adm./Heads of Basic Schools
		Construct 2No. 6 unit classroom blocks with ancillary facilities for Good Shepherd Anglican and Ntankoful M/A school	Effiakuma, Ntankoful							500,000.00		Works Dept.	MPCU
		Renovate six (6) unit classroom with Ancillary for Korsah Complex JHS								210,000.00		Works Dept.	GES/GETfund Secretariat
		Renovate 2-storey, 12 unit classroom block for Dr. Willkie Primary and JHS	Takoradi							280,000.00		Works Dept.	GES/GETfund Secretariat
		Renovate 2-storey 14-unit classroom block for	Lagos Town							310,000.00		Works Dept.	GES/GETfund Secretariat

		Lagos Town MA Primary											
		Renovate 3- unit classroom block with ancillary facilities for Bishop Essuah School Complex	Takoradi						125,000. 00			Works Dept.	GES/GETfu nd Secretariat
		Renovate 8- unit classroom block for Axim Road MA Key Primary	Takoradi						220,000. 00			Works Dept.	GES/GETfu nd Secretariat
		Renovate 2- storey, 12-unit classroom block for Trinity Presby Primary and JHS	Takoradi						280,000. 00			Works Dept.	GES/GETfu nd Secretariat
		Construct 12- unit classroom block with Ancillary facilities for Aggrey Memorial	Bakaekyir						1,250,00 0.00			Works Dept.	GES/GETfu nd Secretariat

		Primary School										
		Rehabilitate 12-unit classroom block with office at Nana Kobina Gyan Primary School	Adiembra					280,000.00			Works Dept.	GES/GETfund Secretariat
		Renovate Nine (9) unit classroom block for St. Peter's School	Sekondi					420,000.00			Works Dept.	GES/GETfund Secretariat
		Complete Two (2) Storey 14-unit Classroom Block with Ancillary Facilities for Presby Primary and JHS	Sekondi					420,000.00			Works Dept.	GES/GETfund Secretariat
		Renovate six (6) unit classroom block with office and store for Fijai primary	Fijai					180,000.00			Works Dept.	GES/GETfund Secretariat

		Complete 2-storey 12 unit classroom block with office and store	Nkontompo						450,000.00			Works Dept.	GES/GETfund Secretariat
		Renovate Two (2) Storey 12-unit classroom block for Tanokrom MA Primary	Tanokrom						650,000.00			Works Dept.	GES/GETfund Secretariat
		Construct 6-unit classroom block with ancillary facilities for Good Shepherd Anglican JHS (Concrete roof) and six-seater environ loo toilet and three bay urinal	Effiakuma						650,000.00			Works Dept.	GES/GETfund Secretariat
		Rehabilitate of 2-unit classroom block with	Effiakuma						105,000.00			Works Dept.	GES/GETfund Secretariat

		office at Rev. Thomas KG										
		Renovate two storey masters flats at Takoradi Secondary School	Anaji						220,000.00			Works Dept. GES/GETfund Secretariat
		Construct 6-unit classroom block with ancillary facilities for Anaji Estate KG and Primary School (Concrete roof) and six-seater environ loo toilet and three bay urinal	Anaji						650,000.00			Works Dept. GES/GETfund Secretariat
		Construct 3-unit classroom block with office and store for Diabene Catholic JHS	Diabene						250,000.00			Works Dept. GES/GETfund Secretariat

		Renovate 6-unit classroom block with office and store for Diabene Catholic Primary School	Diabene						180,000.00			Works Dept.	GES/GETfund Secretariat
		Construct Six (6) Unit Classroom Block for Rhyner Paul Anglican Primary School	Ngyeresia						650,000.00			Works Dept.	GES/GETfund Secretariat
		Construct Six (6) Unit classroom block office and staff common room for Catholic JHS (Concrete Roof) and Six (6) seater environ toilet and three by urinal	Kansawo rado						650,000.00			Works Dept.	GES/GETfund Secretariat

		Construct Six (6) unit classroom block with ancillary facilities for Ketan Catholic Primary School (Concrete roof) and Six (6) seater environ loo toilet and two by urinal	Ketan						650,000.00			Works Dept.	GES/GETfund Secretariat
		Construct Accommodation for 3No Health facilities	Whindo, Kojokrom, Essipon						450,000.00			Works Dept./MHD	MPCU/GHS
		Construct 6 No. Enhanced New Community Based Health Planning and Services (CHPS) Compound with Ancillary Facilities (Equipment-delivery bed,	Anoe Diabene Adiembra Ketan/BU Eshiem Adientem						1,500,000.00			Works Dept./MHD	MPCU/GHS

		delivery set, Episiotomy set, Furniture and Accommodation for Nurses)										
		Construct fence wall and completion of grounds works at Kokompe Health Post	Takoradi					90,000.00			Works Dept./MHD	MPCU/GHS
		Construct fence wall and completion of grounds works at Whindo Health Post	Whindo					90,000.00			Works Dept./MHD	MPCU/GHS
		Renovate and fence New Takoradi Health Centre	New-Takoradi					85,000.00			Works Dept/GHS	MPCU/NGOs
		Completion and equipping of 2No.CHPS compounds	Anaji Assakae					200,000.00			Works Dept/GHS	MP, TA

		Procure equipment for skilled delivery (delivery bed, delivery set, Episiotomy set etc.)	Kojokrom, Essipon, Aprembo						150,000.00			Works Dept/GHS	MPCU/NGOs
		Construct shed(s) for Sekondi Reproductive and Child Health services	Sekondi						50,000.00			Works Dept/GHS	MPCU/NGOs
		Organise Quarterly Durbars at CHPS Compounds/ Zones	Metro Wide						10,000.00			MEHO	NGOs
		Organise Monthly Child Welfare Outreach and weekly home visits in communities at each CHPS zone in the Metropolis	Metro-Wide						10,000.00			GHS/MEHO	MPCU/NGOs
		Train Community Based	Sekondi						13,000.00			GHS/MEHO	MPCU/NGOs

		Surveillance Volunteers on identification of communicable and non-communicable diseases											
		Radio discussions and the use of CCC to educate the public on prevention and control of com & Non-com diseases	Metro-Wide						20,000.00			GHS/MEHO	MPCU/NGOs
		Organize Public Health and Management Committee meeting	Sekondi-Office		4 No of PHMC organized				12,000.00			GHS	MEHO
		Encourage Voluntary Testing and Counseling Services, Condom distribution	Metro-Wide						25,000.00			MAC	MHD/Regional TSU

		Sensitize pupils and students in schools on HIV/AIDS, Cholera and TB							25,000.00			MAC	MHD/Regional TSU
		Organise Quarterly Metro AIDs Committee Meeting	Main Office						6,000.00			MAC	Central Admin.
		Organise quarterly Monitoring and Evaluation of NGOs in HIV/AIDS Activities	Metro Wide						4,000.00			MAC	MHD/Regional TSU
		Embark on social education on social issues and create awareness against child labour	Metro Wide						10,000.00			Social Welfare Dept	MPCU/NGOs
		Provide training for 150 Untrained Day Caregivers	Metro Wide						50,000.00			Social Welfare Dept	MPCU

		Provide Care and Protection for 15 abused and abandoned Babies	Metro Wide						100,000.00			Global Communities	MPCU
		Provide care and support for 100 Aged (65+) (Register the aged, provide counselling and assistance in health related services)	Metro Wide						10,000.00			Social Welfare Dept.	Central Admin
		Provide goods and services for the shelter (Integrated Social Center)	Effiakuma						10,000.00			Social Welfare Dept.	Central Administration
		Reform 60 juvenile delinquents	Metro Wide						10,000.00			Social Welfare Dept	Central Admin
		Support 150 Persons With Disabilities (PWDs)	Metro Wide						87,055.00			Social Welfare Dept	NGOs/Central Admin

		Develop Gender Database							6,000.00			Gender Desk Office	
		Organise 2No. Advocacy workshop for staff in the area of gender mainstreaming into departmental activities	Metro Wide							8,000.00		Gender Desk Office	Social Welfare
		Organise community sensitization on the need to enrol more boys and girls in schools	Metro Wide						7,500.00			Gender Desk Office	Child Coordinator (GES)
		Support for gender responsive programmes	Metro Wide						12,000.00			Gender Desk Office	Social Welfare Dept
		Organise Skills training for the less endowed females and males in gender based activities	Metro Wide								6,500	Gender Desk Officer	Global Communities

		Monitor and Evaluate gender based activities in the Metropolis	Metro Wide							10,000.00		Gender Desk Officer	Planning Unit
SUB-TOTAL=									12,622,550.00	188,000.00			
	Environmental and sanitation management	Implement DESSAP (Undertake Premises & Meat inspection, pest & rodent control, health promotion and control stray animals)	Metro Wide										
		Undertake routine (House to house) inspection in 4,500.00 premises	Metro Wide						5,000.00			EHD	WMD/MPC U
		Conduct inspection in 100 Industrial Establishments and 150 Hospitality	Metro Wide						10,000.00			EHD	WMD/MPC U

		Establishments											
		Conduct medical screening for 2500 food handlers/vendors	Metro Wide						5,000.00			EHD	WMD/MPC U
		Carry out meat inspection (Ante and post mortem)	Metro Wide						5,000.00			EHD	WMD/MPC U
		Conduct inspection in 40 water sachet producing establishment	Metro Wide						5,000.00			EHD	WMD/MPC U
		Carry out spraying of all potential mosquitoes breeding sites and derating of the markets	Metro Wide						305,000.00			EHD	WMD/MPC U
		Conduct Health promotions Activities (Community	Metro Wide						12,500.00			EHD	WMD/MPC U

		durbars, radio talk shows)											
		Enforce sanitation byelaws/persecute sanitary offenders	Metro Wide						2,500.00			EHD	WMD/MPC U
		Monitor and supervise Waste Management Service providers	Metro Wide						50,000.00			WMD	MEHO/Service providers
		Facilitate the organisation of National Sanitation Day Exercise	Metro Wide						42,000.00			WMD	MEHO/Service providers
		Procure Public Street dust bins	Metro Wide						100,000.00			WMD	MEHO/Service providers
		Maintenance of storm water drains	Metro Wide						150,000.00			WMD	MEHO/Service providers
		Manage solid waste at the Landfill site	Sofokrom						400,000.00			WMD	MEHO/Service providers
		Implement activities under the Sanitation Challenge	Metro Wide										

		Action Plan (Liquid Waste Management Strategies- New Takoradi, Adakope, Anaji-Fie, Kojokrom, Sekondi Zongo, Tanokrom, Old Amanful)										
		Provide support for provision of 80No. domestic latrines	Selected Communities					150,000.00			WMD	GC/MEHO/ Works Dept.
		Provide equipment for improvement in Sludge management	Selected communities					25,000.00			WMD	EHD/WMD
		Conduct routine monitoring and public education on sanitation services and Enforcement	Selected communities					50,000.00			WMD	EHD/WMD

		of sanitation byelaws											
		Organise school-based health programmes monthly	Selected communities						10,000.00			WMD	GC/MEHO/ Works Dept.
		Develop a communication plan to improve awareness/attitude of public in relation to sanitation/liquid waste management (BCC)	Sanitation challenge communities							6,500.00		Sanitation Challenge Task Team	MPCU
		Develop regulations for construction of household toilets by identifying appropriate, cost effective and environmentally friendly liquid waste system considering	Sanitation challenge communities							5,000.00		Sanitation Challenge Task Team	MPCU

		different geographical settings											
		Develop a monitoring system plan with relevant, for leachates and landfills and establish standard for leachate quality under EMP	Landfill site							4,000.00		Sanitation Challenge Task Team	MPCU
		Construct Institutional latrines and Urinal for Kojokrom Methodist KG/primary, Aggrey Memorial Basic school, Ilmin Naafie KG & Basic School and Adiembra KG	Kojokrom , Bakaekyir , Kwesimintsim Zongo, Adiembra						360,000.00			Works Dept.	WMD/MPCU/MEH
		Construct Boreholes in some selected communities within the	Metro Wide						80,000.00			Works Dept.	EHD/Ccwsa / NGOs

		Metropolis (Whindo, Mbredene, Assakae, Mpatado, Akromakrom, Eshiem)											
		Organise radio sensitization on Climate Change and Disaster Management	Selected Radio Stations						5,000.00			Parks & Gardens	Physical Plg
		Manage Wetlands	Sekondi, Takoradi						5,000.00			Parks & Gardens	Physical Plg
		Facilitate Planting of trees and grassing	Selected Communi ties						5,000.00			Parks & Gardens	Physical Plg
SUB-TOTAL=									1,422,000 .00	15,500.00			
GOAL 4: MAINTAIN A STABLE, UNITED AND SAFE SOCIETY													
	Manage ment and Administra tion	Strengthen Sub District Structures	Metro Wide						81,609.16			Central Admin	Sub-Metros
		Continuation and completion of Effia- Kwesimintsi m Sub metro	Apremdo						600,000. 00			Works Dept	Sub-Metros

		office (Phase II)											
		Renovate Court building block at STMA	Sekondi						300,000.00			Works Dept	MPCU
		Re-roof STMA main office block	STMA						500,000.00			Works Dept	MPCU
		Rehabilitate and Refurbish STMA's Chamber and some Offices at STMA	Sekondi							290,000.00		Works Dept	MPCU
		Construct Proposed Two-Storey 16 unit three (3) bed rooms for Staff (Ground floor only) with ancillary facilities	Sekondi						800,000.00			Works Dept	Decentralized Dept
		Organise Training and Capacity Building Programmes/ Staff Development	Central Admin/Sekondi						150,000.00			MPCU	Decentralized Dept

		Organise quarterly staff durbars	Sekondi							12,000.00		Central Admin	All Depts.
		Organise quarterly MPCU and Budget Committee's Meetings	Main Office							16,000.00		Planning Unit	Decentralized Dept
		Organise bi-weekly Management meetings	Main Office							10,000.00		Planning Unit	Decentralized Dept
		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	Main Office							300,000.00		Planning Unit	Decentralized Dept

		Committee's meetings											
		Organise at least three (3) Executive Committee and General Assembly meetings	Main Office						160,000.00			Planning Unit	Decentralized Dept
		Organise quarterly Public Health Emergency Committee Meeting	Sekondi						8,000.00			MHD	Decentralized Dept
		Organise Quarterly Monitoring and Supervision of Projects and Programmes	Metro Wide						20,000.00			Planning Unit	Decentralized Dept
		Supply of Stationary, Batteries, Chemicals and Tyres	STMA/Main Office						320,000.00			Procurement Unit	Decentralized Dept
		Organize Public Education, Sensitizations, stakeholders	Metro Wide					40,000.00	40,000.00	60,000.00			Decentralized Dept

		forum (Town Hall meetings, Social Public Expenditure and Financial Accountability (SPEFA) and Social Accountability meetings) within each Sub Metro and Implement OGP Action Plan										
		Install Software & Hardware component, development & production	Main Office						20,000.00		MIS	Decentralized Dept
		Procure 4no. Computers, 2no. Laptops, telephone handset and extension cards	Main Office Sub-Metros						20,000.00		MIS	Decentralized Dept
		Procure new Switches/Wireless access points/Cables	Main Office Sub-Metros						10,000.00		MIS	Decentralized Dept

		& other accessories										
SUB-TOTAL=									2,471,609.16	1,226,000.00	60,000.00	
Budget and Finance	Build capacity of Revenue mobilization Officers	STMA							30,000.00		Finance/Budget Depts.	Decentralized Dept
	Prepare Revenue Improvement Action Plan (RIAP)	STMA							5,000.00		Finance/Budget Depts.	Decentralized Dept
	Undertake full implementation of the RIAP	Metro Wide							20,000.00		Finance/Budget Depts.	Decentralized Dept
	Procure 6No.Vehicles to improve revenue collection and M & E	All 4 sub metros, Budget Office & Central Admin						300,000.00	650,000.00		Procurement unit	Works dept
	Contribution to Donor Projects/Counterpart Funding	Metro Wide									Finance/Budget Depts.	Decentralized Dept
SUB-TOTAL=									300,000.00	705,000.00		
GRAND TOTAL=									44,872,962.46	2,359,000.00	60,000.00	

CHAPTER SIX: IMPLEMENTATION, MONITORING AND EVALUATION

6.1 INTRODUCTION

This chapter details how Monitoring and Evaluation would be deliberated in the implementation of the Medium Term Development Plan (MTDP). The M & E plan will assist the Metropolitan Assembly to measure progress towards achievement of the MTDP goals and objectives in a systematic manner. In view of this the process adopted to prepare the plan is participatory, involving key stakeholders to generate enough feedback.

With the recognition that resources are limited against increasing expectations from the people for provision of better services by the Assembly, it is reason enough for more cost efficient ways of finding out to ensure that the Assembly can do more with the limited resources. Also, pressure from Civil Society and other stakeholders demand accountability from the Assembly to publicly report on their performance. As a result, steps have been taken to establish a systematic process such as M & E plan to support implementation of its core functions.

This M & E plan will thus aid stakeholders to learn from experience, increase transparency and accountability, make more informed decision and improve service delivery leading to improved general standard of living of the metropolis.

6.1.1 PROCESS OF DEVELOPING THE M & E PLAN

In order to carry out the preparation of the M & E plan successfully, the following appropriate steps were undertaken; a desk study on the NDPC's guidelines for the preparation of District Monitoring and Evaluation (M&E) Plans with other relevant materials and stakeholders' consultations. Information incurred from the desk-study and the discussions were inculcated in the preparation of an M&E plan for the Medium Term Development Plan (2018 - 2021).

6.2 Monitoring Matrix or Result Framework

6.2.1 Indicators

An Indicator is a quantitative or qualitative factor or variable that provides a simple and reliable basis for assessing achievement, change or performance. Indicators are essential component of M&E Plan as they guide in accessing and measuring progress. It is a unit of information measured over time that can help show changes in a specific condition. The set indicators however are SMART (i.e. Specific, Measurable, Affordable, Reliable and Time bound).

Indicators are needed for measuring progress while targets are specific, planned level of results expected to be achieved within a timeframe. These measurements lead to the stated goal and objectives indicated in the PoA and AAP. The MPCU, in collaboration with the NDPC, has selected some Core Indicators and Metro Specific Indicators to be tracked as input into the national Annual Progress Report. The Core and Metro Specific Indicators have been categorised into input, output, outcomes and impact indicators respectively in relation to the adopted policy objectives. These indicators have been disaggregated where possible into age, gender, location.

The table below indicates the Indicators and targets set by the Assembly:

STMA CORE INDICATORS AND TARGETS						
	INDICATOR (CATEGORISED BY THEMATIC AREAS)	METRO BASELINE (2017)	METRO TARGET			
ECONOMIC DEVELOPMENT						
		2017	2018	2019	2020	2021
1	No. of persons who visit Tourist sites					
2	Change in tourist arrivals (%)					
3	Change in yield of selected crops, livestock and fish (%)					1.5
	Maize	1.13	1.26	1.32	1.39	1.21
	Rice	1.00	1.05	1.10	1.15	5.1
	Cassava	8.20	8.61	9.04	9.49	51.79
	Yam	4.20	4.41	4.63	4.86	5.79
	Pineapple	42.60	44.73	46.97	49.32	
	Cocoyam	4.76	5	5.25	5.51	
4	No of farm field visits by Agric Extension Agents (AEAs)					
5	No. of youth groups in Agriculture					
6	No. of farm field schools in non-traditional products					
7	No of radio discussions on Agricultural issues					
8	No of fishmonger shelters in place					
SOCIAL DEVELOPMENT						
9	HIV / AIDS prevalence rate (% of adult population, 15-49yrs. HIV Positive)	3.0		2.75	2.5	2.0
10	Maternal Mortality ratio (number of deaths due to pregnancy and childbirth per 100,000 live births)			300	275	250
						220

11	Under - five mortality rate (number of deaths occurring between birth and exact age five per 1000 live births)	3.3	3	2.7	2.4	2
12	Malaria case fatality in children under five years per 10,000 population	1.40%	1.30%	1%	0.90%	0.80%
13	a. Gross enrolment Rate (Indicates the number of pupils/students at a given level of schooling-regardless of age-as proportion of the number children in the relevant age group) - Primary - JHS - SHS b. Net Admission Rate in Primary Schools (Indicates Primary One enrolment of pupils aged 6 years)	Primary - 76.8% JHS - 57.8% SHS - 44.8%	Primary -88.7% JHS - 67.9% SHS - 47.6%	Primary-91.9% JHS - 66.6% SHS - 50.4%	Primary - 95.1% JHS - 65.2% SHS - 53.2%	Primary - 95.1% JHS - 65.2% SHS - 53.2%
14	Pupil - Teacher ratio (Primary, JHS)	Primary - 1: 30 JHS - 1:15	Primary - 1:33 JHS - 1:18	Primary - 1:35 JHS - 1:21	Primary - 1:38 JHS - 1:25	Primary - 1:38 JHS - 1:25
15	BECE PASS RATE	64%	66.60%	69.30%	72%	80%
16	Gender Parity Index (Ratio between girls' and boys' enrolment rates, the balance of parity is 1.00)	Primary - 1.01 JHS - 0.96 SHS - 0.02	Primary - 0.99 JHS - 0.97 SHS - 0.12	Primary - 0.98 JHS - 0.98 SHS - 0.22	Primary - 0.96 JHS - 0.97 SHS - 0.132	Primary - 1.00 JHS - 1.00 SHS - 1.00

17	Proportion of unemployed youth benefiting from skills/apprenticeship and entrepreneurial training					
18	Proportion of population with access to improved sanitation (flush toilets, KVIP, household laterine)					
19	Proportion of population with sustainable access to safe water sources	89.76%	90%	92%	95%	98%
ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENT						
20a	Proportion / length of roads Rehabilitated Trunk Roads (in km) Urban Roads (in km) Feeder (in Km)	Urban Roads 7 KM	12 KM	20KM	25KM	30KM
20b	Proportion / length of roads maintained Trunk Roads (in km) Urban Roads (in km) Feeder (in Km)		5KM	8KM	10KM	15KM
20c	Proportion / length of roads Constructed Trunk Roads (in km) Urban Roads (in km) Feeder Roads (in km)	Urban Roads 4.3km	Urban Roads 7.2km	UrbanRoads 10km	UrbanRoads 15km	UrbanRoads 20km
21	Change in number of households with access to electricity (%)	93.10%	95%	97%	99%	100%

22	Teledensity / Penetration rate (%)	12 years + 67.3%					
GOOD GOVERNANCE, CORRUPTION AND PUBLIC ACCOUTABILITY							
23	Total amount of internally generated revenue						
24	Proportion of Development Partner and NGO funds contribution to DMTDP implementation						
25	Proportion of DA expenditure within the DMTDP budget (How much of DA's expenditure was not in the annual budget?)						
26	Number of reported cases of abuse (children, women and men)	Men - 13 Women - 70 Children - 31	Men - 12 Women - 50 Children- 20	Men - 12 Women - 50 Children- 20	Men - 12 Women - 50 Children- 20	Men - 12 Women - 50 Children- 20	Men - 12 Women - 50 Children- 20
27	Police citizen ratio						

6.3 STRATEGY FOR DATA COLLECTION, COLLATION, ANALYSIS AND USE OF RESULTS MATRIX, IMPLEMENTATION, AND M&E

The Metropolitan Planning and Coordinating Unit would be responsible for data collection, collation, analysis and dissemination. The MPCU would collaborate with key stakeholders to collect, collate, process and validate data including those gathered by other departments and agencies as well as CSOs. This shall be done Quarterly, Mid-Yearly and Annually.

The MPCU shall analyze both the data and information generated from the results of projects/activities in relation to the Core and Metro specific indicators and targets of the MPCU. The format below shall be used to collate and prepare the programmes and projects register.

Programme/Project Register Format

1. Programme/Project Name
2. DMTDP Medium-term goal
3. District Sector
4. Project Description
5. District sector
6. Project location
7. Contractor
8. Budget, source and type of funding
9. Date started
10. Expected completion date
11. Contract sum
12. Expenditure to date
13. Project implementation status

6.4 QUARTERLY AND ANNUAL PROGRESS REPORT FORMAT

During the four-year implementation the Assembly's MTDP (2018-2021), Quarterly and Annual Report would be produced and shared among all stakeholders. The format for producing the reports is outlined below:

Quarterly and Annual Progress Reports Format

Title Page

- i. Name of the MMDA
- ii. Time period for the M&E report

Introduction

- i. Summary of achievements and challenges with the implementation of the DMTDP
- ii. Purpose of the M&E for the stated period
- iii. Processes involved and difficulties encountered

M&E Activities Report

- i. Programme/ Project status for the quarter or year
- ii. Update on funding sources and disbursements
- iii. Update on indicators and targets
- iv. Update on critical development and poverty issues
- v. Evaluations conducted; their findings and recommendations
- vi. Participatory M&E undertaken and their results

The Way Forward

- i. Key issues addressed and those yet to be addressed
- ii. Recommendations

6.5 DISSEMINATION AND COMMUNICATIONS STRATEGY

Reporting/dissemination 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 crucial role in the successful execution of this plan.

This is because the various stakeholders can only play their roles and responsibilities effectively if 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 under medium term 2018 to 2021.

6.3.1 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 (2018-2021) are as follows:

6.3.1.1 DISSEMINATION OF REPORTS:

After conducting quarterly, Mid-Term and End of 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.

6.3.1.2 SOCIAL MEDIA-PLATFORM

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

6.3.1.3 ORGANIZE PERFORMANCE REVIEW MEETING

Quarterly, Mid-Year and Annual composite performance review meeting 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 RCC will join to discuss programmes and projects progress and review activities of the MTDP.

6.3.1.4 GENERAL DIALOGUE

The Assembly in collaboration with the Western Regional Coastal Foundation has created 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 of 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 (2018-2021) 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 2018-2021.

ACTIVITY	PURPOSE	AUDIENCE	METHOD/TOOL	TIMEFRAME	RESPONSIBILITY
Town Hall Meetings	To create awareness to the public on projects, expenditure and revenue of the Assembly	Traditional Authority, community members, media, Assembly members etc.	Meetings with audio-visuals on projects and programmes	At least twice in a year	MDPO,MBO
Performance Review meetings	To inform stakeholders on status of MTDP implementation	MPCU, RCC, Heads of Department etc.	Round – Table discussions and Power Point 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	Meeting with audio-visuals, participatory rural appraisal tools	Weekly	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 public to make sure projects and programmes conform with prioritised needs of the communities	Community Members, Traditional Authority, Media etc.	Meetings with audio-visuals on projects and programmes	Once every four years	MPCU

6.4 EVALUATION ARRANGEMENT WITH AN EVALUATION FRAMEWORK

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.

M&E ACTIVITIES ARRANGEMENTS					
ACTIVITIES	TIME FRAME				ACTORS
	2018	2019	2020	2021	
MTDP Evaluations					
Mid-Term Evaluation	Start 15th March 2018				MPCU
Terminal Evaluation	Start 15th March 2019				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 collation	From 15th January annually				MPCU
Data analysis and validation	From 15th January annually				MPCU
Prepare Draft MDA APR	15th January annually				MPCU
Organise Draft APR review workshop	20th January annually				MPCU
Final APR submitted to NDPC	End of January annually				MPCU
Dissemination of District APR	From February annually				MPCU

6.5 PARTICIPATORY MONITORING AND EVALUATION ARRANGEMENT

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 score card and participatory expenditure tracking surveys will be used to track progress of the MTDP 2018-2021.

ANNEX I

**REPORT ON PUBLIC HEARING OF SEKONDI-TAKORADI METROPOLITAN ASSEMBLY: NAME OF
TOWN/ZONAL/AREA COUNCIL: SEKONDI REGION: WESTERN**

VENUE: CHURCH OF PENTECOST-SEKONDI DATE: 2ND NOVEMBER, 2017

Medium of invitation of participation

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 general public to partake and make the necessary inputs into the draft Medium-Term Development Plan (MTDP) for 2018-2021.

Total number of persons at hearing and Gender Ratio

The total number of participants was 317. Out of the total attendance One Hundred and Thirteen (113) were females, representing, 35.6% of the total attendance, while Two Hundred and Four (204) were males, representing 64.6%.

Names of special/interest groups and individuals invited

The participants were made of Political Parties' representatives, Traditional Authorities, Non-Governmental Organizations, Heads of Government Agencies and Departments, Market Women Association representatives, Ghana Federation of the Physically Disable-Takoradi Sekondi, Ghana Association of Garages-Takoradi-Sekondi, Assembly Members, Youth Groups and the Media. Attached to this report is the list of participants who were present.

Languages Used at Hearing

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

Presentation

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 four (4) Sub Metros aggregated into the main thematic areas of the MTDP (2018-2021). These were:

- The Analysis of the Potentials, Opportunities, Constraints and Challenges (POCC)
-
- The Metro Development Focus (2018-2021)

- The Programme of Action (POA) for the Sekondi-Takoradi Metropolis. Most of the participants were interested in the Programme of Action and prioritization of projects in the sub-metros.

Major Issues at Public Hearing

The major issues raised during the public hearing were the following;

- The need for the Assembly to make adequate provision to tackle the poor road network across the Metropolis
- The need for the Assembly to desilt all choked drains resulting in flooding
- The need for the Assembly to develop market centres in each sub metros
- The need for the Assembly to development community parks
- The need for the Assembly to intensify develop control to check haphazard spatial development
- The Assembly should help curb the unfair treatment of Persons with Disabilities
- The need for the Assembly to prevent encroachment of roads reservation
- The need to intensify education to help eradicate open defecation along the beaches
- The need to ensure effective Monitoring and Evaluation of development projects
- The need for proper documentations to help prevent encroachment of government lands
- The need to carry out programme on attitudinal sanitation practices
- The need to provide inadequate waste containers to the underserved communities
- The need to control noise pollution
- The need for the Assembly to simplify the process of acquiring building permit to eliminate the bureaucracy in obtaining building permit

Main Controversies and Major areas of Complaints

- Encroachment of lands
- Building permits
- Sanitation and waste management

Unresolved Questions or 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:

MCE

MCD

Presiding Member

Chairman of Development Planning Sub-Committee

Signature of Development Planning Officer



Welcome address by Metro Chief Executive



Presentation of 2018-2021 Medium Term Development Plan



Registration of participants



Open forum session

ANNEX II
COMMUNITIES AND THEIR POPULATION BASED ON SUB METRO

COMMUNITIES		PROJECTED PROPOPULATION				
NO.	SETTLEMENT	2010 POPULATION HOUSING CENSUS	2014	2015	2016	2017
1. SEKONDI SUB METRO						
1.1	Adiembra	8, 519	9679	9992	10316	10650
1.2	Agyamoabakam	622	707	730	753	778
1.3	Bakaekyir	2, 094	2379	2456	2536	2618
1.4	Nkontompo	6, 586	7,482	7,725	7975	8234
1.5	Sekondi	30, 453	34,598	35,720	36877	38073
1.6	Essaman	947	1076	1111	1147	1184
1.7	Kweikuma	13, 570	15,417	15,917	16433	16965
1.8	Ekuase	6, 333	7195	7428	7669	7918
2.0 TAKORADI SUB METRO						
2	New Takoradi	21, 924	24,908	25,716	26549	27410
2	Airport Ridge	2, 387	2712	2800	2891	2984
2	Takoradi	76, 665	87,100	89,923	92838	95848
2.3.1	Adakope					
3.0 EFFIA-KWESIMINTSIM SUB METRO						
3.1	Adientem	2, 680	3045	3143	3245	3351
3.2	Anaji	31, 669	35979	37146	38350	39593
3.3	Apremdo	14, 106	16026	16545	17082	17636
3.4	Assakae	9, 139	10383	10719	11067	11426
3.5	East Tanokrom	11, 689	13280	13710	14155	14614
3.6	West Tanokrom	35, 616	40,464	41,775	43130	44528
3.7	Effia	10, 936	12424	12827	13243	13672
3.8	Effiakuma	60, 932	69225	71470	73786	76178
3.9	Whindo	3, 699	4,202	4,339	4479	4625
3.10	Kwesimintsim	40, 542	46,060	47,553	49095	50686
3.11	Windy Ridge	4, 161	4,727	4,881	5039	5202
3.12	Mpatado	920	1,045	1,079	1114	1150
4.0 ESSIKADO-KETAN SUB METRO						
4.1	Akromakrom	899	1021	1054	1089	1124
4.2	Anoe	1, 512	1718	1773	1831	1890
4.3	Bakado	2, 007	2280	2354	2430	2509
4.4	Buabakrom	763	867	895	924	954

4.5	Butumagyebu	5, 967	6779	6999	7226	7460
4.6	Deabenekrom	6, 124	6958	7183	7416	7656
4.7	Enoe	1, 512	1718	1773	1831	1890
4.8	Eshiem	1, 995	2267	2340	2416	2494
4.9	Essikado	20, 212	22963	23707	24476	25269
4.10	Fijai	9, 729	11053	11412	11781	12163
4.11	Kansawurado	8, 228	9,348	9,651	9964	10287
4.11	Ketan	4, 210	4,783	4,938	5098	5263
4.12	Kojokrom	37, 722	42,856	44,246	45680	47161
4.13	Mamong	620	704	727	751	775
4.14	Mebredane	793	901	930	960	991
4.15	Mempeasem	6, 314	7,173	7,406	7646	7894
4.16	Mpintsin	6, 289	7,145	7,377	7616	7863
4.17	Ngyiresia	11, 861	13,475	13,912	14363	14829
4.18	Nkenya	4, 450	5,056	5,220	5389	5563
4.19	Nkroful	8, 206	9,323	9,625	9937	10259
4.20	Ntaamakrom	1, 153	1,310	1,352	1396	1442
4.21	Ntankoful	13, 439	15,268	15,763	16274	16802
4.22	Sofokrom	2, 556	2,904	2,998	3095	3196
4.23	Ahanta Abasa	1, 008	1145	1182	1221	1260
4.24	Ahenkofikrom	6, 264	7117	7347	7585	7831
4.25	Bowohomodan					
4.26	Twabewu					

**ANNEX III
SCALOGRAM**

SERVICES		SETTLEMENT/POPULATION	DAY CARE/KG	PRIMARY SCH	JHS	SSS/VOC/TECH INSTITUTION	TERTIARY	HOSPITAL	HEALTH CENTRE	CLINIC	CHPS COMPOUND	PHARMACY	PIPE-BORNE	BOREHOLE	WATER CLOSET TOILET	KVIP	SANITARY SITE	DOOR-TO-DOOR WASTE COLLECTION	ELECTRICITY	MARKET	SUB-STRUCTURE OFFICE	COMMERCIAL BANK	RURAL BANK/SAVINGS AND LOANS	POST OFFICE/POSTAL AGENCY	STREET LIGHTS	DISTRICT POLICE HQRS	POLICE STATION/POLICE POST	FIRE SERVICE	PRISONS SERVICE	COURT	HOTEL	GUEST HOUSE	CELLPHONE SERVICE	LORRY PARK	1ST CLASS ROAD	2ND CLASS ROAD	TOTAL NUMBER OF FUNCTIONS	TOTAL CENTRALITY INDEX	HIERARCHY OF SETTLEMENT							
Takoradi	76,665	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	30	668.5	1 st Order Settlements						
Sekondi	30,453	✓	✓	✓	✓			✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		27	536.8				
Apremdo	14,106	✓	✓	✓			✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		21	287.3				
Windy Ridge	4,161	✓	✓	✓		✓					✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	13	247.0			
Kwesi mintsim	40,542	✓	✓	✓	✓		✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	18	244.2		
Fijai	9,729	✓	✓	✓	✓		✓				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	17	227.8			
Mampong	620	✓	✓	✓	✓	✓					✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	11	211.6		
Anaji	31,669	✓	✓	✓	✓				✓	✓	✓	✓	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	19	66.0	2 nd Order Settlements	
Essikado	20,212	✓	✓	✓			✓				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		18

West Tanokrom	35,616	√	√	√				√	√	√		√	√	√			√	√						√	√	√		√	16	175.9
Kweikuma	13,570	√	√	√	√			√	√	√		√	√	√					√					√		√		√	16	167.4
Effieku ma	60,932	√	√	√			√		√	√		√	√	√				√		√				√	√	√		√	15	150.5
Kojokrom	37,722	√	√	√			√	√	√	√		√	√	√				√	√	√				√		√	√		14	140.9
Airport Ridge	2,387	√	√	√				√	√	√		√	√					√		√				√	√	√		√	13	136.2
New Takoradi	21,924	√	√	√			√		√	√		√	√	√						√						√	√		13	136.1
Adiembra	8,519	√	√	√	√				√	√		√	√	√				√	√						√	√		√	13	130.0
Ekuase	6,333	√	√	√	√			√		√		√	√	√					√				√			√			12	125.7
Bakae kyir	2,094	√	√	√					√	√		√	√	√				√		√					√	√		√	12	120.7
Assakae	9,139	√	√	√				√	√		√	√	√	√											√	√	√		11	119.7
Deabekrom	6,124	√	√	√	√			√	√	√	√	√	√	√											√	√			1	96.9
Kansaworad o	8,228	√	√	√	√				√	√		√	√	√												√	√		1	90.3
Effia	10,936	√	√	√				√	√	√		√	√	√				√	√							√		√	1	89.8
Ketan	4,210	√	√	√	√			√		√	√	√	√	√						√						√			1	86.8
East Tanokrom	11,689	√	√	√					√	√		√	√					√		√					√	√		√	1	75.3

3rd Order Settlement

Buaba krom	76 3		√	√								√		√			√																	7	26 .6		
Ahanta Abasa	1,0 08								√			√		√	√																			5	24 .1		
Akrom akrom	89 9		√	√								√		√																				5	22. 9		
Ntwaa ban Nkwanta	55 7			√	√								√																					4	20 .3		
Mebre dane	79 3		√									√	√		√																			4	18. 8		
Total no. of settlements with service		3 8	4 2	3 9	12	2	6	3	1 5	1 7	3 6	3 8	1 2	3 6	3 5	3 9	12	4 2	11	5	3	1 0	5	2 4	3	7	3	2	3	9	1 2	4 5	9	5	1 8		
Centralty index		1 0 0	1 0 0	1 0 0	1 0 0	10 0	10 0	10 0	1 0 0	1 0 0	1 0 0	1 0 0	1 0 0	1 0 0	1 0 0	1 0 0	1 0 0	1 0 0	1 0 0	10 0	10 0	1 0 0	10 0	1 0 0	10 0	10 0	10 0	10 0	1 0 0	1 0 0	1 0 0	1 0 0	10 0	1 0 0			
Total weight		2. 6	2. 4	5 .1	2 5. 0	15 0.	5 0.	6 6. 7	1 3. 3	5 .9	2. 8	5 .3	8 .3	5 .6	2. 9	2. 6	1 6. 7	2. 4	1 8.	4 0.	6 6. 7	1 0.	2 0.	4 .2	6 6. 7	1 4. 3	6 6. 7	5 0.	6 6. 7	2 2.	8 .3	4 .4	11 .1	4 0.	5 .6		

