GOVERNMENT OF GHANA
MINISTRY OF LOCAL GOVERNMENT, CHIEFTANCY AND RELIGIOUS AFFAIRS(MLGCRA)

SEKONDI-TAKORADI METROPOLITAN ASSEMBLY

MEDIUM-TERM DEVELOPMENT PLAN FOR 2026 – 2029

UNDER

THE MEDIUM-TERM NATIONAL DEVELOPMENT POLICY FRAMEWORK (2026 – 2029)

THEME

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

METROPOLITAN PLANNING COORDINATING UNIT
September, 2025

FOREWARD

The preparation and implementation of the four-year Medium-Term Development Plans (MTDPs) were guided by the **National Development Planning Commission** through the **National Development Policy Framework** and its guidelines, implemented by the **Metropolitan Planning and Coordinating Unit** (MPCU) and its stakeholders. These efforts have been essential in advancing local-level development. The first MTDP (1996–1999) was followed by subsequent plans for 2010–2013, 2014–2017, 2018-2021 and 2022–2025, all of which were successfully implemented through the cooperation and support of key development partners and stakeholders.

It is therefore a great honor to lead the preparation of this seventh Medium-Term Development Plan (2026–2029) for the **Sekondi-Takoradi Metropolitan Assembly**. This MTDP presents an invaluable opportunity for the Assembly and its citizens to collaborate in improving the socio-economic development of the metropolis comprehensively. Through this plan, the Assembly will pursue resilience planning, strengthen public–private partnerships for the delivery of essential public goods and services, undertake comprehensive monitoring and evaluation and work toward achieving our vision of becoming a world-class city characterized by modern infrastructure, quality social services, good governance, and an attractive business and conducive environment.

The Assembly's mandate to prepare MTDPs is grounded in the **National Development Planning (System) Regulation, 2016 (L.I. 2232)**, the **Local Governance Act, 2016 (Act 936)**, and the **Land Use and Spatial Planning Act, 2016 (Act 925)**, and is guided by the National Development Policy Framework, planning guidelines, and relevant policies such as the **Sustainable Development Goals (SDGs,2015-2030) and Agenda 2063 (The Africa we want)**. These instruments provide a renewed development focus for the district, requiring a strategic shift towards holistic development approaches.

This plan incorporates harmonized spatial planning, investment attraction, revenue generation, gender and social protection considerations, and regulatory compliance. The MTDP (2022–2025) was also reviewed to validate the current situation and shape the future direction of the planning process, taking into account the changes observed in recent years and aligning with the National Development Agenda. The Sekondi-Takoradi Metropolitan Assembly remains committed to working with all stakeholders to translate this Plan into tangible results that improve livelihoods, strengthen institutions and position the Metropolitan as a hub of opportunity and innovation in the Western Region.

We invite all partners, development actors and citizens to join hands with us in the implementation of this MTDP to achieve the shared vision of a prosperous and resilient Metropolis.

The Assembly is confident that the MTDP (2026–2029) meets the highest standards and fulfils all required guidelines. It calls on all stakeholders to support its implementation so that, together, we can deliver inclusive, sustainable, and high-quality development for our people.

HON FREDERICK FAUSTINUS FAIDOO
METROPOLITAN CHIEF EXECUTIVE

METRO CHIEF EXECUTIVE
SEKONDI / TAKORADI
METROPOLITAN ASSEMBLY
SEKONDI

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APR	-	Annual Progress Report
CHPS	-	Community – Based Health Planning and Services
CBO	-	Community Based Organisation
CRC	-	Citizen Report Card
CSS	-	Citizen Satisfactory Survey
CSIR	-	Centre for Scientific and Industrial Research
CSO	-	Civil Society Organisation
CWSA	-	Community Water and Sanitation Agency
DACF	-	District Assemblies Common Fund
DACF RFG	-	District Assemblies Common Fund Responsiveness Factor Grant
DBMIS		Database Management Information System
DMTDP	-	District Medium Term Development Plan
DPAT	-	District Assemblies Performance Assessment Tool
ECG	-	Electricity Company of Ghana
EHSU	-	Environmental Health and Sanitation Unit
EPA	-	Environmental Protection Authority
EU	-	European Union
FBO	-	Farmer Base Organization
GLA	-	Ghana Library Authority
GNFS	-	Ghana National Fire Service
GPI	-	Gender Parity Index
GPS	-	Ghana Police Service
GSFP	-	Ghana School Feeding Programme
GSS	-	Ghana Statistical Service
GTA	-	Ghana Tourism Authority
GoG	-	Government of Ghana
IGF	-	Internally Generated Funds
IDS	-	Information Services Department
ITN	-	Insecticide Treated Bed Nets
JHS	-	Junior High School
KG	-	Kindergarten
LI	-	Legislative Instrument
LED	-	Local Economic Development
LEAP	-	Livelihood Empowerment against Poverty
MMDAs	-	Metropolitan, Municipal and District Assemblies

MCE	-	Metropolitan Chief Executive
MCD	-	Metropolitan Coordinating Director
MDA	-	Metropolitan Director of Agriculture
MDA	-	Ministries, Departments and Agencies
MDPO	-	Metropolitan Development Planning Officer
M&E	-	Monitoring and Evaluation
MPCU	-	Metropolitan Planning and Coordinating Unit
MSME	-	Micro, Small and Medium Enterprise
MWD	-	Metropolitan Works Department
NABCO	-	Nation Builders Corps
NADMO	-	National Disaster Management Organization
NCCE	-	National Commission for Civic Education
NDPC	-	National Development Planning Commission
NHIA	-	National Health Insurance Authority
NHIS	-	National Health Insurance Scheme
NGO	-	Non-Governmental Organization
NVTI	-	National Vocation Training Institute
NYEP	-	National Youth Employment Program
OPD	-	Out Patient Department
PERD	-	Planting for Export and Rural Development
PPP	-	Public Private Partnership
PRO	-	Public Relation Officer
PWDs	-	Person's with Disability
RCC	-	Regional Coordinating Council
RIP	-	Regional Integrated Plan
RPCU	-	Regional Planning and Coordinating Unit
SEA	-	Strategic Environmental Assessment
SEACAP	-	Sustainable Energy Access and Climate Action Plan
SHS	-	Senior High School
SME	-	Small and Medium-sized Enterprise
SPC	-	Spatial Planning Committee
STMA	-	Sekondi-Takoradi Metropolitan Assembly
SWCD	-	Social Welfare and Community Development
SWOT	-	Strength, Weakness, Opportunity and Threat
TB	-	Tuberculosis
TCSSP	-	Twin Cities Sustainable Partnership Project

TOR	-	Terms of Reference
UDG	-	Urban Development Grant
UNDP	-	United Nations Development Programme
UHC	-	Universal Health Coverage
URD	-	Urban Roads Department
WMD	-	Waste Management Department
WRCC	-	Western Region Coordinating Council
YCAF	-	Youth in Climate Action Fund
YEA	-	Youth Employment Authority

EXECUTIVE SUMMARY

i.Background

Section 83 of the Local Governance Act of 2016 (Act 936) enjoins Metropolitan, Municipal and District Assemblies (MMDAs) as planning authorities to initiate and prepare development plans and to ensure that the plans are prepared with the full participation of the local communities under their jurisdiction. The Act also requires that District Assemblies initiate and prepare these district development plans in a manner prescribed by the National Development Planning Commission (NDPC). In line with these provisions, the Sekondi-Takoradi Metropolitan Assembly (STMA) has prepared this District Medium Term Development Plan (DMTDP) for the period from 2026 to 2029, to ensure efficiency and effectiveness in the total management of the Sekondi-Takoradi Metropolis for the mutual benefit of all its stakeholders.

ii. Methodology

The DMTDP 2026 - 2029 was prepared in a participatory manner, with the active involvement of local communities, public and private sector agencies, civil society groups, as well as the traditional authorities. Such extensive involvement was aligned with the procedural guidelines outlined by the National Development Planning Commission (NDPC) for the formulation of the District Medium Term Development Plan.

This framework serves as a strategic blueprint, dictating the priorities and developmental goals necessary for the country's growth. Compliance with the National Development Planning Commission Act of 1994 (Act 479) and the National Planning System Law (Act 480) was paramount during the planning process, ensuring that the plan adheres to established legal and regulatory requirements. Through this structured approach, the DMTDP 2026 - 2029 aims to address the specific needs of the community while contributing to broader national development goals.

iii. The process of 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 includes:

The Planning Team comprised;

1. Faustinus F. Faidoo – Metro. Chief Executive
2. Ing Micheal Dzisi – Metro Coordinating Director
3. Alhaji Mahama A. Abu – Metro Development Planning Officer
4. Baba Amidu – Senior Development Planning Officer
5. Michael Agyei – Head, Central Administration
6. Elgiva Donkor – Roads Department

7. Kofi Yeboah – Metro Physical Planning Officer
8. Kingsley Nunoo – Metro Budget and Rating Analyst
9. Elizabeth Arthur – Metro Statistician
10. Benjamin Aidoo – Head, Works Department
11. Daniel Lamptey – Metro Environmental Health Officer
12. Ghani Muftawu – Metro Finance Office

The Taskforce gathered data from the communities' needs assessment, using various questionnaires and Focus Group Discussions, public hearings, Existing Community Action Plans, Departments of the Assembly, the Sekondi-Takoradi Sub-Metros Spatial Plans, and the 2022-2025 Medium Term Development Plan.

Various stakeholders' meetings were held at the three Sub-Metros to solicit the views of all identified interest groups in the Metropolis. The Task team carried out detailed desk work using data collected to perform the following processes: Performance review/situational analyses, Identification of Key development issues, Assessment of crosscutting issues and impact analysis, Formulation of Development goal, objectives, and strategies, Formulation of Programme of Action, Generation and the final public hearing for the stakeholders' input.

iv. Implementation Cost

The implementation of the Medium-Term Development Plan for the period of 2026 to 2029 has an anticipated overall budget of approximately GH¢20,261,853,019.49. This substantial financial commitment will be financed through various sources, each contributing a different percentage to the total estimated cost.

Government of Ghana Funding: A significant portion of the funding, amounting to 12.13 percent of the total budget, is projected to be provided by the Government of Ghana. This translates to GH¢2,458,658,060.00, which will help support the plan's objectives and initiatives at the national level.

Assembly's Internally Generated Funds: A relatively minor contribution will come from the assembly's own internally generated funds, which is estimated at only 0.06% percent of the total cost. This equates to GH¢10,450,000.00, reflecting the limited capacity of local funding mechanisms to support such a large-scale development plan.

Donor Funding: The most substantial share of the projected financial resources, comprising 85.15 percent of the overall budget, is expected to be sourced from international donor funds. This amounts to GH¢17,792,744,959.49. The reliance on donor funds underscores the importance of external partnerships and support in achieving the development goals outlined in the plan.

In summary, the financial framework of the Medium-Term Development Plan reveals a diverse funding structure, where government contributions, local assembly funds, and external donor support collectively aim to facilitate the execution of the plan’s various projects and initiatives.

v. Challenges of Implementation MTDP 2022 – 2025.

In order to ensure the successful implementation of the 2026 - 2029 DMTDP, challenges encountered during the implementation of the 2022 – 2025 must be managed, if not totally resolved. These challenges include:

i. Data and information on certain projects were unavailable, which made it difficult to effectively monitor projects.
ii. The delay in the release of funds for the implementation of projects
iii. Inadequate mobilization of Internally Generated Funds
iv. Poor participation of communities in project monitoring and supervision
v. Over-ambitious departmental plans and budgets
vi. Inadequate funds and logistics for monitoring and evaluation of projects and programmes

vi. Organization of the DMTDP 2026-2029 Document

The plan is organized into eight chapters. Chapter One provides a general introduction and outlines the Vision, Mission, Functions, Mandate, and Core Values of the Metropolis.

Chapter Two includes a situational analysis, focusing on performance reviews, financial performance analysis, existing conditions, a summary of key issues, and a medium-term needs assessment. Chapter Three highlights the key development priorities. Chapter Four covers the development goals, objectives, strategies, and programs.

Chapter Five presents the Composite Development Program, which emphasizes the assumptions and methodologies used for costing, includes a summary and matrix of the designed programs to achieve the set objectives, and provides an analysis of the Strategic Environmental Assessment (SEA) of the programs. Chapter Six outlines the annual action plans for four years and their implementation. Chapter Seven focuses on the monitoring and evaluation arrangements for the plan. Finally, Chapter Eight details the communication strategies for disseminating the plan's information to stakeholders.

CHAPTER ONE

GENERAL INTRODUCTION

1.1 Introduction

It captures the background of the Sekondi – Takoradi Metropolitan Assembly highlighting the Vision, Mission, Functions, Mandate and Core Values; Organogram; Locational Map as well as the structure of the Plan.

1.2 Background and Mandate

The background and mandate of the Sekondi – Takoradi Metropolitan Assembly have been clearly presented under the vision, mission, functions, mandate and well as the core values. It also captures the organogram (organizational structure) and locational map including the structure of the various chapters of the Plan.

In essence, the Sekondi-Takoradi Metropolitan Assembly exists to ensure the effective implementation of national policies at the local level, foster inclusive development, and serve as a catalyst for sustainable urban growth in Ghana's Western Region. Through its mandate, the Assembly continues to position the Metropolis as a model for smart, resilient, and sustainable urban management.

1.2.1 Vision, Mission, Core Values, Functions and Mandate of the Metropolis

1.2.1.1 Vision for Development

The vision of STMA is to become ***"a world-class city with modern infrastructure, social services, best governance, attractive business, and a living environment".***

1.2.1.2 Mission of Metropolitan Assembly

The Metropolitan Assembly's mission is 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.

1.2.1.3 Functions of the Assembly

The functions of the Assembly as stipulated in Section 12 without limiting subsections (1) and (2), of the Local Governance Act, 2016 (Act 936) is to;

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

(b) formulate and execute plans, programmes and strategies for the effective mobilization 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.

The vision, mission, core values and functions of the Assembly have shaped the development agenda of the district over the past planning periods. They will continue to shape the selection, prioritisation and implementation of development activities in the 2026 - 2029 planning period.

1.2.1.4 Mandate of the Sekondi-Takoradi Metropolitan Assembly

The mandate of the STMA is derived from the Local Governance Act, 2016 (Act 936), which establishes Metropolitan, Municipal, and District Assemblies (MMDAs) as the highest administrative and planning authorities at the local level. In accordance with this Act, the functions of the STMA include the following:

- **Development Planning and Coordination:** To prepare, implement, monitor, and evaluate development plans, programmes, and budgets that align with national development policies and priorities.
- **Provision of Basic Services and Infrastructure:** To ensure the provision and maintenance of essential services and public infrastructure, including sanitation, water, health, education and roads.
- **Revenue Mobilization and Resource Management:** To mobilize and manage financial and natural resources effectively to support local development initiatives.
- **Regulation and Governance:** To formulate and enforce by-laws, promote law and order and ensure good governance through participatory decision-making and accountability mechanisms.
- **Environmental Management:** To protect the environment, manage waste sustainably and implement climate adaptation and mitigation strategies.

- **Local Economic Development (LED):** To promote entrepreneurship, trade, tourism and investment that create jobs and enhance livelihoods within the Metropolis.
- **Community Participation and Empowerment:** To promote participatory governance by involving communities, civil society and the private sector in decision-making and development processes.

1.2.1.5 Core Values

To realize these vision and mission, the Assembly is guided by a comprehensive set of core values and professional principles. These are Client-Oriented, Citizen-Centered, Participatory, Transparent, Accountable, Professional, and Result-Oriented.

1.2.1.6 Metropolitan Departments Organogram (Functional)

Reference to Figure 2, the Metropolitan Departments Organogram provides a detailed organizational structure showing the functional relationships and reporting lines within the Metropolitan Assembly. It illustrates a comprehensive and decentralized governance system that aligns with the Local Governance Act 2016 (Act 936) and Decentralization Policy framework and thereby emphasizing transparency, efficiency and multi-sectoral collaboration. Each department supports service delivery in critical urban management areas, notably administration, social welfare, infrastructure, economy, environment and finance. These are well outlined and described below:

The Top-Level Leadership include:

- **MCE (Metropolitan Chief Executive)** – The overall head of the Metropolitan Assembly.
- **MCD (Metropolitan Coordinating Director)** – The administrative head who coordinates all departments under the MCE.
- **Internal Audit Unit** – Reports directly to the MCE and ensures financial and operational compliance.
- Two auxiliary coordination units support the structure. These are the
  - ✓ **MPCU (Metropolitan Planning and Coordinating Unit)** – Headed by the MCD with the MDPO as the Secretary.
  - ✓ **PAU (Public Affairs Unit)** – Handles communication and public engagement.

The next level in the organogram is the Departmental Sectors.

The Assembly's work is divided into six main functional sectors, each with specialized departments and sub-units performing such functions. These are clearly mentioned and explained below.

A. Administration & Planning Sector. This sector is responsible for the internal operations, human resource management and logistics of the Assembly. The key departments include the

Human Resources and the Central Administration. The functions of these departments are delivered by various units, notably, Records, Estate, Logistics, Procurement, Stores, Planning, MIS, Security, and Transport (focusing on Vehicle Fleet Management).

B. Social Sector. This sector of the Metropolis deals with social development, education, and health issues or programmes. The main department under these sectors are Birth & Death; Education, Youth & Sports; Social Welfare & Community Development (SW & CD) and District Health. The functions of these departments are performed by various sub-units including Education Unit, Youth Unit, Sports Unit, Library Unit, Community Development, and Environmental Health and the District Medical and Health Office.

C. Infrastructure Sector. This sector focuses on physical and spatial development within the jurisdiction of the Metropolitan Assembly. The key departments are Works, Physical Planning, Housing, Roads. In STMA, except the housing departments, all other departments are well established and functional. The duties of these departments are performed by the various units including Building, Water, Spatial Planning, P&G, Maintenance, as well as road Traffic Infrastructure Development.

D. Economic Sector. This sector manages the trade, transportation, agriculture and statistics segments for sustainable economic growth. The main departments responsible for the delivery of the functions under this sector include Trade, Industry & Tourism, Transport, Agriculture and Statistics. The units that perform the functions of the departments are Cooperative, Cottage Industry, Tourism, Transport Operations, Traffic Management & Safety, Animal & Crop Production, Agricultural Engineering and Extension.

E. Environmental Sector. This sector ensures environmental and coastal protection, disaster and waste management respectively. The departments created under this section are Disaster Prevention, Waste Management, Natural Resources Conservation. The sub-units that deliver the functions are Operational, Internal Disaster, Refugee, Forestry and Game & Wildlife Units.

F. Financial Sector. This sector handles all financial administration and resource mobilization duties. The departments assigned with these duties are Finance, Budget & Rating and Legal. The units established to lead the delivery of these functions are Treasury, Revenue Mobilization, and Levies Units.

Coordination and Integration

The organogram also presented a clear coordination mechanism while providing directions for a smooth integration of interrelated functions of the Metropolitan Assembly. For instance;

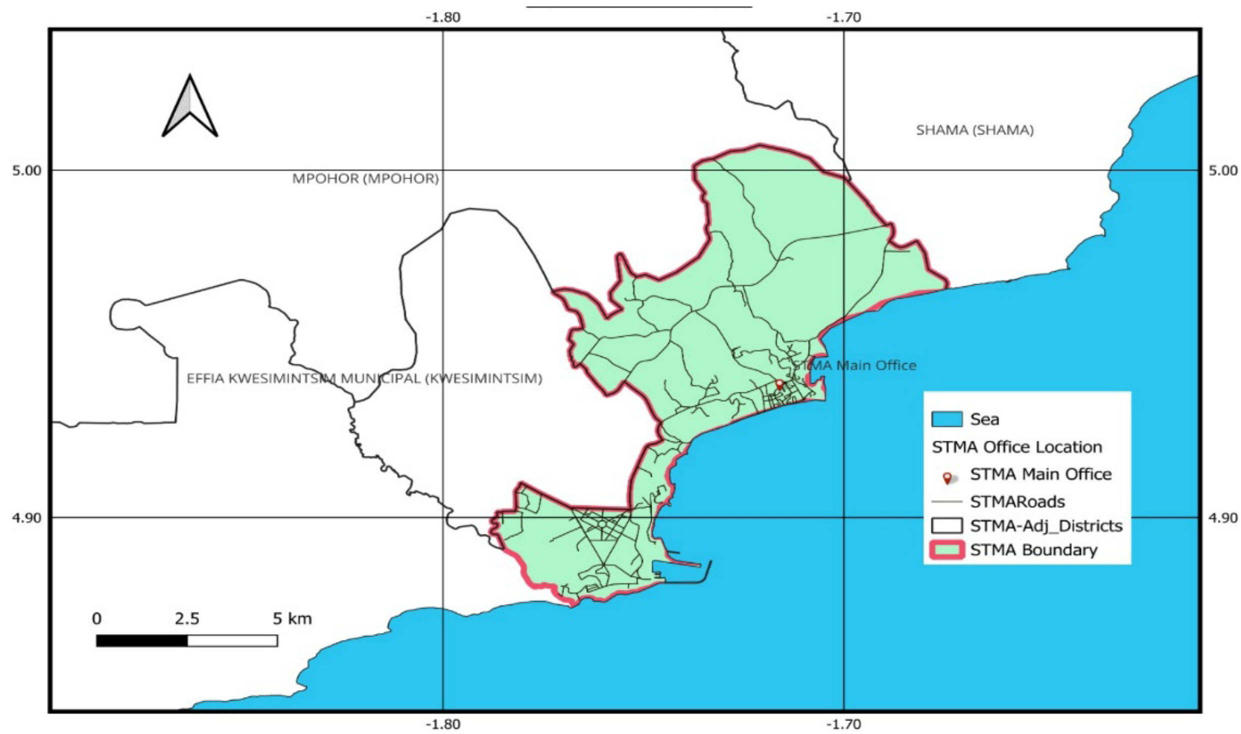
- The **green dashed line** represents the operational link across all sectors, ensuring effective and seamless inter-departmental coordination.

- The structure integrates technical, administrative and social functions to support the overall governance and service delivery mandate of the Metropolitan Assembly.

1.2.2 Locational Map of Sekondi-Takoradi Metropolitan Assembly

The locational map of STMA provides a clear visualization of the STMA administrative boundaries, main office location, urban structure and its relationship with adjacent districts and the strategic coastline. The STMA Main Office is centrally positioned to oversee administrative, economic, and infrastructural activities within the jurisdiction. The map demonstrates STMA's connectivity, accessibility, and spatial integration with neighboring districts and the sea, reinforcing its role as the administrative and economic capital of Ghana's Western Region. The General Coordinates of the Metropolitan area is between **latitudes 4.90°N – 5.00°N and longitudes -1.80°W – -1.70°W**. The metropolis lies along the Gulf of Guinea, with a significant portion of its southern boundary bordered by the sea (blue-shaded area). See Figure 1 for details of the locational Map for the Sekondi – Takoradi Metropolitan Assembly.

Figure 1: Locational Map of STMA



Source: MPCU/Planning Unit, 2025

1.3 Structure of The Plan

The 2026-2029 Medium Term Development Plan (MTDP) is structured into eight chapters, each detailing various information from chapter one through to chapter eight. supported by tables, figures and appendices.

Chapter One provides a general introduction and outlines the Vision, Mission, Functions, Mandate, and Core Values of the Assembly. It also presents the Organogram (Organizational

Structure), the Locational Map of STMA, and the Structure of the Medium-Term Development Plan (MTDP) 2026–2029.

Chapter Two presents the situational analysis and performance review of development outcomes based on the previous MTDP (2022–2025). It includes an analysis of financial performance, existing conditions illustrated with maps and graphics, and a summary of key development issues (Strengths, Weaknesses, Opportunities, and Threats). The chapter further highlights the medium-term needs identified during the needs assessment exercise, as well as the projected future development needs of the people within the Metropolis.

Chapter Three outlines the key prioritized development issues and provides a brief narrative on the process and criteria used for prioritization.

Chapter Four presents the statement of development goals, objectives, strategies and programmes clearly linked to the national development objectives. It also includes an assessment of goal compatibility using a Goal Compatibility Matrix to ensure alignment and coherence across sectors. Furthermore, this chapter provides an indication of development proposals integrated with spatial plans, presented through relevant maps and a depiction of the desired future situation which is accompanied and visualized by a brief narrative that spatially represents the proposed goals and objectives.

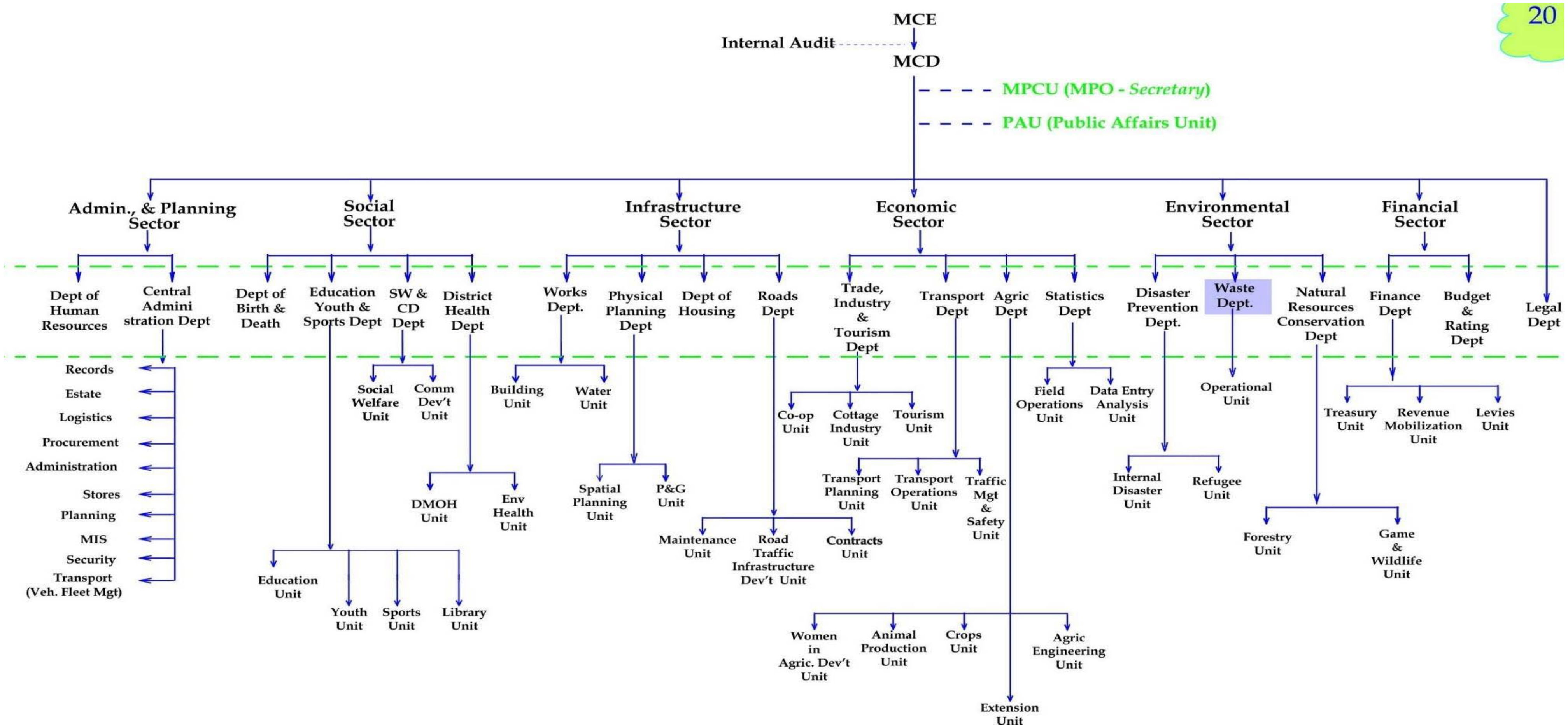
Chapter Five presents the Composite Development Programme for the plan period. It elaborates on the assumptions and methodologies used for costing, and provides a comprehensive matrix of the Composite Development Programme, detailing the indicative costs, programme status and implementing institutions. The chapter also includes a Programme Financing Matrix, outlining funding sources and revenue generation measures to ensure financial sustainability. Furthermore, it provides a Strategic Environmental Assessment (SEA) of the formulated programmes to evaluate their potential environmental, social and economic impacts, ensuring that development interventions are sustainable and environmentally sound.

Chapter Six outlines the Annual Action Plans for the four-year period and their implementation framework. It captures relevant programmes of government that are ongoing as well as projects of the Assembly that have been rolled over to the year 2026 in particular.

Chapter Seven focuses on the monitoring and evaluation (M&E) arrangements for the plan. It begins with a brief narrative accompanied by a table on stakeholder analysis, identifying the roles, responsibilities and interests of key actors in the implementation process. The chapter also presents the indicators selected for tracking the implementation of the MTDP, organized in a matrix format for ease of reference and performance monitoring. Furthermore, it provides a brief narrative on the intended evaluations to be conducted over the plan period, such as mid-term and end-of-plan evaluations in order to assess the progress, outcomes and impact. Finally, the Chapter introduces a Knowledge Management and Learning Framework, outlining mechanisms for data collection, information sharing, institutional learning and the continuous improvement of planning and implementation processes.

Finally, **Chapter Eight** outlines the communication strategy for disseminating information on the plan to stakeholders. It specifies defined communication channels tailored to reach specific target stakeholders for ensuring effective and inclusive information flow across all stakeholder groups. The chapter also highlights the key communication messages designed to promote awareness, understanding, ownership and participation in the implementation of the MTDP. This approach ensures transparency, stakeholder engagement and sustained support for the plan's objectives throughout the planning period.

Figure 2: Metropolitan Departments Organogram (Functional)



CHAPTER TWO

SITUATIONAL ANALYSIS OF SEKONDI-TAKORADI METROPOLITAN ASSEMBLY

2.1 Introduction

This chapter presents a comprehensive situational analysis of the Sekondi–Takoradi Metropolis in accordance with the Revised 2026–2029 National Development Planning Commission (NDPC) Guidelines. The analysis highlights the performance of the 2022–2025 Medium-Term Development Plan (MTDP), financial performance, existing spatial, socio-economic and environmental conditions, institutional diagnosis, Strengths, Weaknesses, Opportunities, and Threats (SWOT) assessment, and medium-term development needs. The purpose is to inform strategic prioritization and decision-making for the 2026–2029 MTDP.

The chapter further highlights the medium-term needs identified during the needs assessment exercise, as well as the projected future development needs of the people within the Metropolis.

2.2 Performance Review on MTDP (2022 – 2025)

The implementation of the 2022–2025 Medium-Term Development Plan (MTDP) achieved an estimated overall success rate of **85%**. The review was guided by the national policy framework, including the Coordinated Programme of Economic and Social Development Policies and the Agenda for Jobs II (2022–2025). Using the NDPC performance assessment template, the evaluation drew on Annual Progress Reports (APRs), monitoring data, departmental submissions, and stakeholder engagements.

The assessment examined progress towards the achievement of planned development outcomes, identified factors that contributed to successful implementation, analyzed constraints that hindered performance, and documented lessons to inform the preparation of the 2026–2029 MTDP. The 85% performance rate reflects the proportion of planned programmes and projects that were fully implemented or substantially completed across the four thematic areas of the plan. Details of the performance indicators are presented in below.

Table 1: Performance Review for 2022-2025

Development Dimension/Goal	Indicators	Baseline 2021	2022 – 2025 Medium-term Target	Cumulative Achievement Year	Cumulative Achievement Data	Remarks
ECONOMIC DEVELOPMENT ***(Goal: Build a Prosperous Society)***	Percentage change in IGF growth (%)	23%	89%	2024	73%	Progressively the IGF was increasing due to the full implementation of the RIAP
	Average productivity of selected crops (Mt/Ha) (*Average output per hectare of selected crops (Mt/Ha), which measures the total outputs in Mt per hectare for each crop category*)					Target not fully achieved due to high input costs. Attention must be given to the sector by the various authorities to improve food security
	Maize	96.14	2.90mt/ha	2024	34.5	
	Cassava	96.14	18.78mt/ha	2024	59.7	
	Cocoyam	17.4	8.95mt/ha	2024	21.2	
	Plantain	105.4	11.43mt/ha	2024	37.6	
Social Development (***Goal:*** Create	**Net enrolment ratio (*The number of boys and girls of the school age of a particular level of education (KG/Primary/JHS) that are enrolled in that level of education, expressed as a percentage of the total population in that age group*)**					
	KG	51.70%	71.7	2022-2024	79.18%	Sensitisation on the importance of
	Primary	58.90%	78.9	2022-2024	112.45%	
	JHS	36.20%	56.2	2022-2024	101.75%	

opportunities for all Ghanaians*)*	SHS	52.40%	72.4	2022-2024	153.81%	education and enrolling learners at the right age and introduction of school feeding programme has helped increase school enrolled at all level of education
	Gender parity (*Total number of girls at a particular level as a ratio of total number of boys at those same levels)*					
	KG	0.98	1	2022-2024	1	The gender parity index shows consistently higher enrolment of girls across all educational levels.
	Primary	0.98	1	2022-2024	1	
	JHS	0.92	0.96	2022-2024	0.99	
	Completion rate *(The number of pupils / students (girls and boys) enrolled in the last grade of a given level of education (primary 6, JHS 3), regardless of age, expressed as a percentage of the total population of the theoretical entrance age to the last grade of that level of education*)					
	KG	68.80%	88.8	2022-2024	68.13	Completion rate for all categories is on ascendency. This may be as a result of Free SHS policy as well as
	Primary	77.30%	97.3	2022-2024	98.28	
	JHS	59.80%	79.8	2022-2024	97.43	
	SHS	75.30%	95.3	2022-2024	99.37	
Social Development (*Goal:* Create opportunities for all Ghanaians*)*	**Pass Rate *(Count of final exam takers (girls and boys) who passed a particular exam over a total count of final exam takers in that same exam, expressed as a percentage)***					
	B.E.C.E pass rate	72.80%	92.7	2022-2024	71.2	There is a slightly decline in the performance of student. This may be as a result of unavailability of some teaching and learning material
	WASSCE pass rate	78.30%	98.3	2022-2024	83.7	
	Pupils-to-trained teacher ratio in basic schools	01:24	01:20	2022-2024	19.3	

	Proficiency rate					
	I. English P3	61.2	81.2	2022-2024	66.3	There is a dramatic improvement in this area due to the attention given to the sector and the quality of the instructor based on the various curriculum.
	ii. Math P3	60.3	80.3	2022-2024	69.2	
	iii. English P6	68.1	88.1	2022-2024	77.4	
	Math P6	58.5	78.5	2022-2024	69.2	
	JHS3-SHS1 Transition Rate	55.00%	75	2022-2024	78.5	
	SHS Retention Rate	85.30%	100%	2022-2024	89.1	
	Prevalence of malnutrition (institutional) (*Proportion of children 0-59 months whose height-for-age, weight-for-age, and weight-for-height are less than two standard deviations(-2SD) from the median of the reference population/group*)					
	Wasting	**0.6**	0.4		0	The metropolis recorded zero cases of wasting and overweight during the review year. However, underweight and stunting cases decreased significantly to 0.3% and 0.14% in 2024 compared to previous years respectively.
	Underweight	3.8	3	2022-2024	0.3	
	Stunting	**10**	6	2022-2024	0.14	
Social Development (***Goal:*** Create opportunities for all Ghanaians***)***	**Overweight**	**1**	0.6	2022-2024	0	
	Prevalence of anemia in pregnant women at 36 weeks of gestation	30	10	2022-2024	33.92	Constant Public sensitization among Pregnant women
	Proportion of population with a valid NHIS card (*The population with a valid NHIS card, expressed as a percentage of the total district population*)					
	Total Male	104,708		2022-2024	0.00%	Constant Public sensitization and institutional level education, Use of digital platform, effect of LEAP
	Total Female	109,419		2022-2024		
	Indigents	1,022		2022-2024	5.75%	
	Informal	78,981		2022-2024	40.30%	
	Aged	9,012		2022-2024	3.40%	
	Under 18yrs	79,946		2022-2024	50.70%	

	Pregnant women	6,613		2022-2024	17.60%	contributed to the target.
	Percentage of population with sustainable access to basic drinking water services (*Population with access to an improved drinking water source, provided collection time is not more than 30minutes for a round trip, including queuing)*					
	District	96.90%	100	2022-2024	91%	The overall metro-wide access stood at 91%, with 98% of the population in urban localities and 83% in rural areas having access to sustainable, safe drinking water.
	Urban	98%	100	2022-2024	98%	
	Rural	93.50%	100	2022-2024	83%	
	Percentage of communities covered by electricity					
	District	98%	100	2022-2024	100%	All most all the communities within the metropolis have been covered with electricity helping economic activities to flourish
	Urban	98.80%	100	2022-2024	98%	
	Rural	92%	100	2022-2024	100%	
	Proportion of population with access to improved basic sanitation services (*Population using improved sanitation facilities that are not shared with other households expressed as a percentage of total district population. Improved sanitation facilities include Ventilated improved pit latrines, flush toilet to sewer systems, septic tanks or pit latrines, composting toilets, etc*					
	District	63.10%	83	2022-2024	95%	Both rural and urban areas experienced an increased in accessibility, but the need to improve to cover the whole metropolis
	Urban	64.50%	84.5	2022-2024	99%	
	Rural	49.80%	69.8	2022-2024	91%	
	Rate of missing children	2	1	2022-2024	5	This menace is being tackle with

						all the necessary powers from the security agencies
	Level of inclusive education activities to disabled children	20	20	2022-2024	36	Disabled children are all having equal access to education. They all deserve all the human right directives
	The functionality of the support to boys and girls suffering violence programme	491	491 M=211 F=280	2022-2024	491 M=211 F=280	Public Education on GBV and regular support to victims.
ENVIRONMENT, INFRASTRUCTURE AND HUMAN SETTLEMENTS (Goal: Safeguard the Natural Environment and Ensure Resilient Built Environment)	**Percentage of road network in good condition (*Length of road classified as being in good condition expressed as a percentage of total length of road network by type*)**					
	I. Total	70%	90%	2022-2025	65%	There is the need to take a critical look at this sector to improve accessibility. Rural roads are still in a deplorable state.
	ii. Urban	75%	90%	2022-2025	70%	
	iii. Rural	65%	70%	2022-2025	50%	
	Proportion of communities with access to electricity					
	Total	98	100%	2022-2025	99%	All most all the communities are having access to electricity. This is due to the national policy for full coverage.
	Urban	98.6	100%	2022-2025	100%	
	Rural	92	100%	2022-2025	98%	
GOVERNANCE, CORRUPTION AND PUBLIC ACCOUNTABILITY (Goal: Maintain a Stable,	Proportion of functional substructures	50%	100%	2024	100%	The sub-structures are effectively working producing result.
	Percentage change in public	50%	70%	2024	65%	Public accountability is becoming very

United and Safe Society)	accountability forum					high on the development issues
	Proportion of the overall DMTDP implemented	93%	95%	2024	81%	Due to the delay in the procurement processes, some of the implementation also delays
	Percentage change in crime reported rate	20%	10%	2024	16.67%	Crime rate is reducing gradually due to the intense visibility of the security services.
	Percentage change in internally generated funds	57%	80%	2024	20%	The fall in the IGF may to due to the poor implementation of the RIAP public education.

Source: STMA-MPCU Desk, 2025

2.2.1 Summary of the analysis of the performance of the 2022-2025 MTDP

Under this section, the summary of the performance of the 2022-2025 MTDP has been analyzed using the template provided, where appropriate. The review is categorized under the pertinent dimensions of the 2022-2025 Medium-Term National Development Policy Framework (MTNDPF) - Agenda for Jobs II, as well as the informed data gathered from the findings reported in the Annual Progress Reports prepared during the medium-term period.

(a) Economic Development

The Sekondi–Takoradi Metropolitan Assembly (STMA) made moderate progress under the Economic Development dimension during the implementation of the 2022–2025 Medium-Term Development Plan (MTDP). The overall goal was to build a prosperous society through increased local economic growth, improved productivity and enhanced revenue generation. This progress is well illustrated in above. Key highlights of the achievements and challenges, as well as implications for growth, are stated below.

i. Internally Generated Funds (IGF)

STMA recorded significant growth in its Internally Generated Funds (IGF) with a percentage change of 89%, compared to a baseline of 23% in 2021. This improvement demonstrates the Assembly's commitment to financial sustainability through enhanced revenue mobilisation, improved compliance, and the adoption of digital revenue-collection systems. The increase was largely attributed to strengthened financial management practices, expansion of the local tax base, enforcement of revenue by-laws and the digitization of property rate collection.

However, despite this achievement, challenges such as tax evasion, weak database systems, and delayed transfers from the central government hindered consistent growth. Going forward, there is a need for stronger enforcement mechanisms, broadening of the revenue base, and investment in capacity-building for revenue officers to sustain this momentum.

ii. Agricultural Productivity

Agricultural production within the Metropolis showed mixed performance during the plan period. Productivity levels for selected crops such as maize, cassava, cocoyam, and plantain did not fully meet medium-term targets due to high input costs, climate variability, and limited access to irrigation and extension services.

- Maize yield stood at 34.5 mt/ha against a target of 2.9 mt/ha (baseline 96.14), showing modest gains but below expectation.
- Cassava yield reached 59.7 mt/ha, exceeding the medium-term target of 18.78 mt/ha.
- Cocoyam yield improved to 21.2 mt/ha, surpassing the baseline of 17.4 mt/ha.
- Plantain yield rose to 37.6 mt/ha, compared to the baseline of 11.43 mt/ha.

Although crop performance improved in some areas, productivity fluctuations were driven by the rising cost of inputs, post-harvest losses, and limited access to improved seedlings. STMA continued to promote agricultural extension services, urban farming, and climate-smart agriculture interventions through partnerships with the Department of Agriculture and other development partners.

Summary of Key Achievements

- Increased IGF collection by nearly 90%, enhancing local fiscal capacity.

- Expansion of agribusiness and agro-processing initiatives in selected communities.
- Promotion of entrepreneurship and local economic development (LED) programs targeting youth and women.
- Improvement in market infrastructure and rural-urban linkages supporting trade.

Summary of Key Challenges

- Inadequate financing and limited investment in agricultural mechanization.
- High input costs and poor access to credit facilities for smallholder farmers.
- Weak linkages between agriculture, industry, and services sectors.
- Urbanization pressures limiting available arable land for farming.

Conclusion and Outlook

Overall, the performance under the Economic Development dimension was moderately satisfactory. While IGF growth and sectoral diversification remain commendable, agricultural productivity continues to lag due to resource and climate-related constraints. The STMA must leverage its position as a commercial and industrial hub to strengthen value chain development, private sector participation, and local enterprise growth in the next MTDP (2026–2029) period.

The experience of the 2022-2025 period underscores the importance of sustained investment in agribusiness, digital revenue systems and public–private partnerships to ensure inclusive and resilient economic transformation within the Metropolis.

(b) Social Development

Under this dimension, the Assembly focused on interventions targeted at improving the quality of life and human capital outcomes areas of education, health, water and sanitation and social protection. The goal was to ensure affordable, equitable and accessible Universal Health Coverage (UHC) for all residents, while expanding access to safe water, quality education and social inclusion initiatives that empower vulnerable groups within the Metropolis. The analysis is provided below under the various sectors covered under this this dimension.

i. Education

The Assembly achieved notable progress in expanding access to education and promoting gender equity. Evidently, Net Enrolment Ratios rose significantly with kindergarten at 79.18%, Primary at 112.45%, and Senior High School (SHS) at 153.81%. The Gender Parity Index (GPI) approached 1.0 across all levels, demonstrating equitable enrolment between boys and girls. Also, completion rates exceeded 100%, signaling impressive outcome of campaigns on both improved retention and successful re-enrolment. These successes have yielded desired results in contributing to the achievement of the UN SDGs targets: SDG 4.1 (Ensure that all girls and boys complete free, equitable, and quality primary and secondary education); SDG 4.5 (Eliminate gender disparities in education and ensure equal access for all); SDG 5.1 (End all forms of discrimination against women and girls).

Despite these gains, the quality of learning outcomes remains an area of concern. The WASSCE pass rate (83.7%) and BECE pass rate (71.2%) fell short of the metropolitan targets, highlighting the need for enhanced teaching quality, supervision and learning resources.

ii.Health

The health sector demonstrated a mix of achievements and challenges during the plan period. Efforts to combat infectious diseases yielded remarkable progress, particularly in malaria control, where the case fatality rate declined to 0.13%, surpassing the target of 0.25%, while under-five malaria deaths reduced to 0%. These outcomes align strongly with SDG 3.3, which seeks to end epidemics of communicable diseases such as malaria, and SDG 3.2, which aims to end preventable deaths of newborns and children under five years. Meanwhile, access to healthcare continues to improve significantly, with National Health Insurance Scheme (NHIS) coverage reaching between 91% and 100%, exceeding planned targets. This achievement demonstrates progress toward SDG 3.8, which promotes Universal Health Coverage (UHC), including financial risk protection and equitable access to quality essential healthcare services. Collectively, these efforts reflect a sustained commitment by the Assembly and health partners to improve health outcomes in the metropolis while contributing directly to the global health-related Sustainable Development Goals.

Despite these successes, maternal mortality remains a pressing concern. The actual figure of 312 deaths per 100,000 live births exceeds the target of 209, highlighting the urgent need to strengthen maternal health systems, midwifery services, and emergency obstetric care. This challenge is directly tied to SDG 3.1, which targets a reduction in the global maternal mortality ratio.

iii.Water, Sanitation, and Hygiene (WASH)

Access to safe drinking water in the Sekondi-Takoradi Metropolis reached an impressive 98% to 100%, signifying near-universal coverage and reflecting substantial progress in water supply infrastructure and service delivery. This achievement directly contributes to SDG 6.1, which seeks to ensure universal and equitable access to safe and affordable drinking water for all.

Electricity access also recorded strong outcomes, with coverage standing at 95% as the Metropolitan coverage, with 99% in urban areas and 91% in rural communities. These figures underscore continued progress toward SDG 7.1, which aims to ensure universal access to affordable, reliable and modern energy services.

However, sanitation remains a critical area of concern. Coverage stood at only 52%, significantly below the 83% target, indicating that more effort is required to improve sanitation infrastructure, promote behavior change and strengthen waste management systems. Addressing this gap is essential to advancing SDG 6.2, which focuses on achieving access to adequate and equitable sanitation and hygiene for all as well as SDG 11.6, which calls for reducing the adverse environmental impact of cities, particularly through improved waste management and cleaner urban environments.

iv.Social Protection and Inclusion

The Assembly has strengthened its commitment to inclusiveness and the protection of vulnerable groups while aligning with key global frameworks. Activities supporting persons with disabilities (PWDs) increased significantly as the level of inclusive education activities rose from 20 to 36 during the period. This reflects the deliberate efforts of management to promote PWDs full participation and equality in line with Sustainable Development Goal 10 ("Reduced Inequalities"), specifically on Target 10.2, which aims to "empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race or other status".

In conjunction with these efforts, programmes addressing gender-based violence and child protection remain operational, underpinned by the commitment to Sustainable Development Goal 5 ("Gender

Equality”), specifically Target 5.2, which seeks to “eliminate all forms of violence against all women and girls in the public and private spheres”. The expanded social support initiatives also reflect the Assembly’s drive to implement robust social protection systems, consistent with Sustainable Development Goal 1 (“No Poverty”), particularly Target 1.3, which mandates that by 2030 “nationally appropriate social protection systems and measures for all, including social protection floors, are implemented to achieve substantial coverage of the poor and vulnerable.”

Collectively, these measures underscore a transition towards a more inclusive, equitable socio-economic environment, one that leaves no one behind by prioritizing support for the most-vulnerable groups, enhancing protections, and ensuring equal opportunities for all citizens.

Overall, the Social Development Dimension achieved an estimated implementation success rate of 70–75%, with notable gains in education, health, gender parity, and access to clean water. Persistent challenges in sanitation, maternal health, and learning quality highlight areas requiring urgent attention.

The Assembly has carved a strategic Focus for 2026–2029 to achieve the following:

- To sustain and accelerate social progress, the next Medium-Term Development Plan (2026–2029) should prioritize:
- Improving the quality of education and learning outcomes.
- Reducing maternal and child mortality through strengthened health systems.
- Expanding sanitation and waste management infrastructure.
- Enhancing social protection systems and empowerment programmes for vulnerable groups.

Through these targeted interventions, the Assembly aims to consolidate its social development gains, advance inclusive human development, and strengthen alignment with the Sustainable Development Goals (SDGs) at the local level.

(c) Environment, Infrastructure and Human Settlements

The primary goal of the Sekondi-Takoradi Metropolitan Assembly (STMA) under this development dimension for the 2022–2025 planning period focused on enhancing the overall quality of life for residents through sustainable infrastructure development, improved human settlements and strengthened environmental resilience.

The Assembly prioritized the improvement of road transport infrastructure and services to enhance mobility, reduce congestion and improve access to markets, schools and health facilities. This involved upgrading existing road networks, rehabilitating deteriorated link roads and promoting efficient public transport systems. These interventions align with SDG 9.1 (Develop quality, reliable, sustainable, and resilient infrastructure) and SDG 11.2 (Provide access to safe, affordable, accessible, and sustainable transport systems for all).

In addition, the Assembly pursued the promotion of sustainable and balanced human settlements through improved spatial planning, controlled urban sprawl and enforcement of development control regulations. Emphasis was placed on developing well-serviced residential areas and ensuring equitable access to housing and urban amenities. These actions contribute directly to SDG 11.1 (Ensure access for all to adequate, safe, and affordable housing and basic services) and SDG 11.3 (Enhance inclusive and sustainable urbanization and capacity for participatory, integrated human settlement planning).

Another major priority was enhancing the Metropolis's resilience to climate change. The Assembly implemented initiatives to mitigate the impacts of extreme weather events, such as flooding and coastal erosion, while promoting adaptation strategies through green infrastructure and community awareness programs. Efforts were made to integrate climate resilience into city planning by protecting wetlands, increasing tree cover, and promoting sustainable waste management practices. These initiatives align with SDG 13.1(Strengthen resilience and adaptive capacity to climate-related hazards), SDG 13.3 (Improve education and awareness on climate change mitigation and adaptation), and SDG 11.5 (Reduce the number of people affected by climate-related disasters).

Despite these ambitious objectives, the Metropolis encountered several challenges that limited the full achievement of its targets. Key issues included inadequate financing for infrastructure maintenance, rapid urbanization leading to informal settlements, poor waste management and insufficient enforcement of land use and environmental regulations. Climate-related hazards, particularly flooding and coastal erosion also continued to pose significant threats to livelihoods and property within the Metropolis.

Nevertheless, the progress made under this dimension provided a strong foundation for sustainable urban transformation. Going forward, the 2026–2029 Medium-Term Development Plan will prioritize climate-smart infrastructure, sustainable land management, expanded urban green spaces, and resilient coastal protection systems to ensure that Sekondi-Takoradi remains a livable, inclusive, and environmentally sustainable city.

(d) Governance, Corruption and Public Accountability

The Sekondi-Takoradi Metropolitan Assembly (STMA) continues to make considerable progress in strengthening governance systems, promoting transparency, and ensuring active citizen participation in local decision-making. Significant achievements during the 2022–2025 Medium-Term Development Plan period include the successful organization of social accountability fora that provided platforms for citizens to engage directly with public officials, express concerns, and contribute to local governance processes. These initiatives are closely aligned with SDG 16.6 (Develop effective, accountable, and transparent institutions at all levels) and SDG 16.7 (Ensure responsive, inclusive, participatory, and representative decision-making).

To improve resource mobilization and fiscal management, the Metropolis recruited and deployed additional revenue collectors, leading to improved efficiency in internally generated fund (IGF) collection. However, the Assembly was unable to complete the valuation of properties for rating purposes, limiting the potential to fully maximize property tax revenue—a key area that requires attention in the next MTDP. This effort supports SDG 17.1 (Strengthen domestic resource mobilization, including through revenue collection).

In pursuit of justice and security, the renovation of the district magistrate court marked a major milestone in enhancing the local administration of justice and improving citizens' access to fair and timely legal processes. This achievement aligns with SDG 16.3 (Promote the rule of law at the national and international levels and ensure equal access to justice for all).

Despite these accomplishments, the Metropolis continues to face challenges in maintaining a fully transparent and accountable governance system. Persistent issues include inadequate logistical support for substructures, insufficient capacity of local government institutions, and limited digital infrastructure for financial management and public engagement.

An assessment of the Medium-Term Development Plan (2022–2025) under the *Agenda for Jobs* policy framework shows commendable progress, with 80–90 percent of planned projects successfully implemented. However, critical constraints remain, especially regarding the non-competitiveness of Micro, Small, and Medium Enterprises (MSMEs) and the underperformance of the agricultural sector, largely due to limited access to extension services, quality inputs, and financial support. These gaps underscore the need for stronger institutional coordination, targeted private-sector support, and enhanced accountability in implementing future interventions.

Overall, the Governance, Corruption, and Public Accountability Dimension reflect the Metropolis's ongoing commitment to building strong, transparent, and inclusive local institutions, consistent with SDG 16 (Peace, Justice, and Strong Institutions) and SDG 17 (Partnerships for the Goals).

(d) Emergency Planning and response (including COVID- 19 Recovery Plan).

The goal of this dimension is to integrate emergency planning and preparedness into Ghana's development agenda at all levels, enabling effective responses to potential internal and external threats, including pandemics like COVID-19, fall army worm etc. This dimension addresses disaster preparedness and supports the achievement of Sustainable Development Goal (SDG) 11, which aims to make cities inclusive, safe, resilient, and sustainable, specifically targeting SDG 11.5, which focuses on reducing the adverse impacts of natural disasters and promote conducive environment for living.

2.2.2 Factors that Contributed to the Attainment of Development Outcomes

Several factors influenced the achievement of key development outcomes during the 2022–2025 MTDP period. The major ones are outlined below:

- **Effective Stakeholder Collaboration:** Strong partnerships between the Assembly, traditional authorities, private sector actors, civil society organizations and development partners enhanced the implementation of priority programmes, particularly in infrastructure, water and sanitation, education and health.
- **Strong Political and Administrative Commitment:** The commitment of the Metropolitan Chief Executive, Assembly Members and departmental heads ensured consistent policy direction, coordination, effective supervision, monitoring and evaluation of development programmes and timely decision-making. Leadership also ensured judicious allocation of funds to priority sectors (e.g. education, sanitation, health and infrastructure) improved outcomes.

- **Community Participation:** Participatory planning and community-led initiatives, especially through the Sub-Metropolitan Councils and Town Hall meetings, MCE's community engagement improved project ownership and sustainability.
- **Capacity Development and Institutional Reforms:** Continuous staff training, introduction of performance management systems and the adoption of digital tools for revenue mobilization and service delivery improved efficiency. A key output instrument is the E- Governance Platform known locally as the **Twin City Connect.**
- **Support from Central Government and Development Partners:** Funding through the District Assemblies Common Fund (DACF), District Performance Assessment Tool (DPAT) – District Assembly Common Fund – Responsiveness Factor Grant (DACF – RFG) contributed significantly to achieving targets in social infrastructure and environmental management.
- **Effective Partnerships:** Collaboration with development partners such as GIZ, World Bank, UNICEF, EU, CoM SSA, NGOs in the Water and Sanitation sector and private sector entities enhanced resource mobilization and technical support.

2.2.3 Factors that Worked Against Development Efforts

Despite the notable progress, several constraints affected the full realization of planned outcomes. Key among them include:

- **Inadequate and Unpredictable Funding:** Delays and shortfalls in the release of the DACF and other statutory funds disrupted project implementation timelines.
- **Weak Revenue Mobilization:** Low compliance in rate payments, inadequate property valuation (inadequate property database), and limited coverage of the digital revenue collection system and weak enforcement mechanisms reduced Internally Generated Funds (IGF).
- **Rapid Urbanization and Pressure on Infrastructure:** Population growth and urban sprawl strained existing social amenities, drainage systems and sanitation services within the Metropolis as a result of the pull factor of expected white color jobs in the Oil and Gas sector.
- **Youth Unemployment and Informal Sector Dominance:** The slow growth of the formal sector and limited entrepreneurial support programmes hindered job creation.

- **Environmental Degradation and Climate Change:** Flooding, coastal erosion, and poor waste disposal practices affected the sustainability of development efforts.
- **Institutional Coordination Gaps:** Weak inter-departmental collaboration and data sharing affected smooth and sustainable integrated planning and monitoring.

2.2.4 Lessons Learnt for Future Development Planning

The experience from the 2022–2025 MTDP period provides valuable lessons for improving the design and implementation of the next plan (2026–2029):

- **Strengthen Resource Mobilization:** Diversifying revenue sources, improving property rate administration, and enhancing private sector participation (PPP arrangements) are essential for financial sustainability.
- **Improve Monitoring, Evaluation and Learning (MEL):** Strengthening data collection systems, developing clear performance indicators to track implementation progress in real time using digital dashboards and institutionalizing regular reviews will ensure evidence-based decision-making.
- **Enhance Stakeholder Engagement:** Sustained community participation and partnership building will improve accountability, ownership and project sustainability while leveraging on the external expertise and investment.
- **Integrate Climate Resilience into Planning and Budgeting:** Future interventions must consider mainstreaming **climate adaptation and resilience** focusing on disaster risk reduction, flood control, drainage expansion, waste management and environmental safeguards to ensure long-term resilience.
- **Promote Innovation and ICT Use:** Expanding digital governance tools and e-service platforms will increase efficiency, transparency, and accessibility of public services.
- **Align Local Plans with National Priorities:** Continuous alignment with national and regional frameworks will ensure policy coherence and better resource access especially attraction external funding support.

In conclusion, the 2022–2025 Medium-Term Development Plan (MTDP) provided a solid foundation for local development despite fiscal, institutional, and environmental challenges. The plan achieved an estimated 85% implementation success rate, reflecting commendable progress across key sectors and reaffirming STMA's commitment to sustainable urban development and inclusive governance.

Going forward, the next MTDP (2026–2029) should consolidate these gains by addressing the identified gaps in funding, institutional coordination and resilience building. The lessons learned emphasize the need for stronger inter-sectoral collaboration, sustainable financing mechanisms and climate-smart planning to enhance the effectiveness and sustainability of development interventions in the Metropolis.

2.3 Financial Performance of the Assembly

A comprehensive review of financial resources mobilized for the implementation of the 2022–2025 Medium-Term Development Plan (MTDP) indicates that the Assembly relied on multiple funding sources to support its development agenda. These included the District Assemblies Common Fund (DACF), DACF – RFG, Internally Generated Funds (IGF), Donor Support (DPs), Central Government Transfers and Public-Private Partnerships (PPPs).

However, the review revealed a significant gap between projected and actual funding as the total estimated budget for the plan period was Seven Hundred and Twenty-Six Million, Three Hundred and Ninety-Three Thousand, Six Hundred and Ninety-Seven Ghana Cedis (GH¢726,393,697.00) as against the actual revenue received which amounted to only Two Hundred and Ninety-Eight Million, Three Hundred and Thirty-Five Thousand, Two Hundred and Two Ghana Cedis and Forty Pesewas (GH¢298,335,202.40), representing 41.07% of the total projected budget.

This substantial shortfall resulted in a funding variance of Four Hundred and Twenty-Eight Million, Fifty-Eight Thousand, Four Hundred and Ninety-Four Ghana Cedis and Seventy-Two Pesewas (GH¢428,058,494.72). The shortfall constrained the full implementation of planned programmes and projects across all development dimensions of the MTDP. Detailed analysis of the sources of the funds and the amount received are presented in **Error! Reference source not found.** presents details of the financial performance of the Metropolis for 2022 – 2025.

Table 2: Financial Performance of the Metropolis for 2022 – 2025

SOURCE OF FUNDS	TOTAL ESTIMATED COST (A)	TOTAL AMOUNT RECEIVED (B)	VARIANCE C=(A-B)
Government of Ghana (GoG)	500,000,000.00	122,684,223.00	377,315,777.00

IGF	73,280,779.95	51,701,338.01	21,579,441.94
DACF	30,411,784.00	8,448,475.51	21,963,308.49
DACF-RFG	4,133,346.00	3,011,462.15	1,121,883.85
PWDs	800,000.00	424,233.15	375,766.85
IRDP (SIF)	1,140,000.00	180,000.00	960,000.00
UNICEF	180,000.00	70,000.00	110,000.00
TCSPP (EU)	36,900,000.00	20,706,806.79	16,193,193.21
SMART SDG CITIES	1,271,580.00	364,124.00	907,456.00
Youth in climate action	2,300,000.00	1,765,000.00	535,000.00
GoG Salaries	5,231,451.17	88,827,965.87	-83,596,514.70
GOG Decentralized Department	744,756.00	151,573.92	593,182.08
TOTAL	**656,393,697.12**	**298,335,202.40**	**-358,058,494.72**

Source: Metro. Finance Office - STMA, 2025

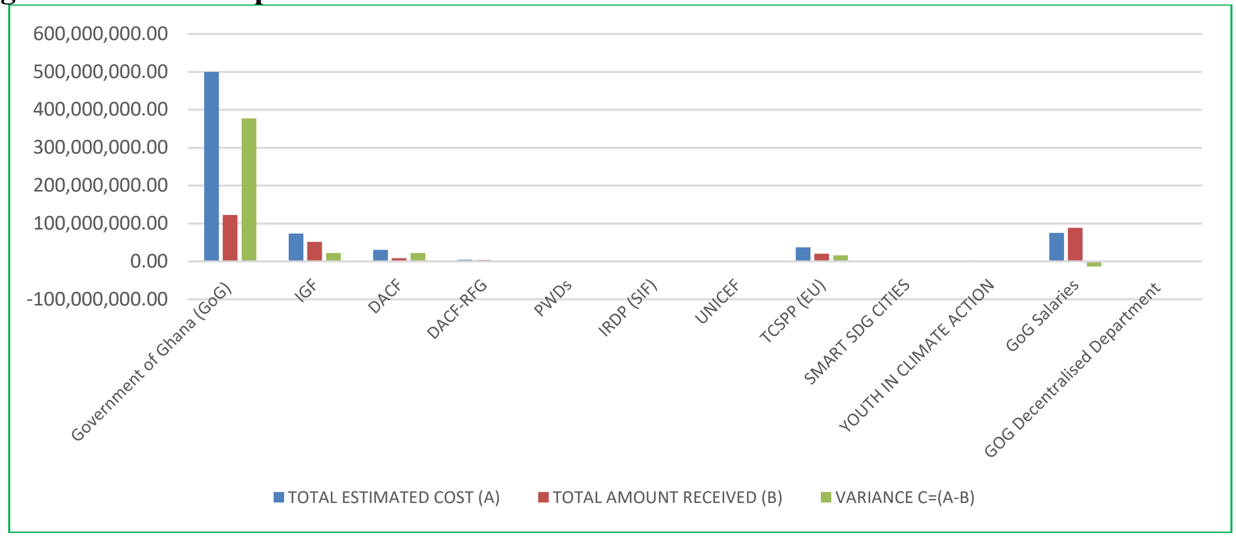
2.3.1 Performance Insights and Analysis by Source of Funds

Based on the information provided in the **Error! Reference source not found.** above, the following analysis are illustrated:

- Government of Ghana (GoG) contributed the largest portion of funding, but only 24.54% of the projected allocation was received, indicating heavy dependence on central government transfers and delays in disbursement.
- Internally Generated Funds (IGF) performed relatively well, achieving 70.56% of the target, demonstrating improved local fiscal capacity through enhanced fee collection, market tolls and property rates.
- DACF and DACF-RFG recorded moderate performance, achieving72.22% and 27.14% respectively, mainly constrained by unpredictable national releases and administrative bottle necks.
- Development partner support (e.g., UNICEF, EU TCSPP, SMART SDG Cities, Youth in Climate Action) contributed meaningfully but inconsistently, averaging 43.6% of target receipts, reflecting donor dependency and project-based funding cycles.
- The GoG Salaries line item exceeded projections due to unplanned staff recruitments, adjustments in public sector wages, and arrears clearance which explained the high negative variance (94%).

Overall, the average performance across all funding sources stood at 41.07%, far below the target threshold of 100%.

Figure 2.1: Revenue performance of STMA



Source: Metro Finance Office - STMA, 2025

2.3.2 Existing Conditions and Diagnosis

This section presents an analysis of the existing conditions in the Sekondi-Takoradi Metropolis, outlining the spatial, economic, social, and institutional factors shaping its development trajectory. Each subsection discusses key trends, challenges, and their development implications, aligned with the Sustainable Development Goals (SDGs).

2.3.2.1 Overview

The Sekondi-Takoradi Metropolitan Assembly (STMA) has evolved through several administrative and institutional reforms over the years. In 1930, the Sekondi Town Council was established under the Town Council Ordinance No. 26 to oversee local development. The Takoradi area was later integrated into the Sekondi Town Council in 1946, forming a joint administrative council. By June 1962, the entity was elevated to the status of a Metropolitan Assembly.

In 1994, the name was changed to the Shama Ahanta East Metropolitan Assembly (SAEMA) through Legislative Instrument (L.I.) 1316. Subsequently, in 2008, after the creation of the Shama District, the name was reverted to the Sekondi-Takoradi Metropolitan Assembly (STMA) under a Legislative Instrument (L.I.) 1928. STMA is one of the fourteen (14) Metropolitan, Municipal, and District Assemblies (MMDAs) in the Western Region, covering a total land area of 66.44 square kilometres (MPCU, 2025). Despite being the smallest in land size, it is the most urbanized and densely populated

Metropolis in the region. The rapid urbanisation has exerted increasing pressure on urban infrastructure, housing, sanitation and social services.

The rapid urbanization and economic expansion of Sekondi-Takoradi have both positive and challenging implications:

- Positive Implications: Increased economic opportunities, enhanced infrastructure investment, and potential for innovation-led urban growth.
- Negative Implications: Rising inequality, housing deficits, congestion, environmental degradation, and pressure on public services and land resources.

To address these pressures, the Assembly is focusing on sustainable land management and urban planning interventions, including the promotion of high-rise residential buildings, mixed-use developments and efficient utilization of limited land space. Efforts are also being directed toward improving transport systems, upgrading informal settlements and integrating environmental resilience into city development. Strategic planning, guided by sustainability principles, will therefore be essential to ensure balanced growth, inclusive urban transformation and environmental resilience in the coming medium-term period.

As the administrative, commercial and industrial hub of the Western Region, Sekondi-Takoradi serves as a growth pole for regional economic transformation. It hosts a diverse population, expanding urban settlements, and emerging economic activities driven by the petroleum, port, logistics, and service sectors. However, significant spatial and socio-economic inequalities persist between the well-developed coastal urban core and the peri-urban and inland communities.

The following analysis provides a comprehensive assessment of the existing development conditions across key dimensions, notably, administrative structure, demographic, economic, social, environmental, and governance and highlights their implications for the 2026–2029 Medium-Term Development Plan (MTDP).

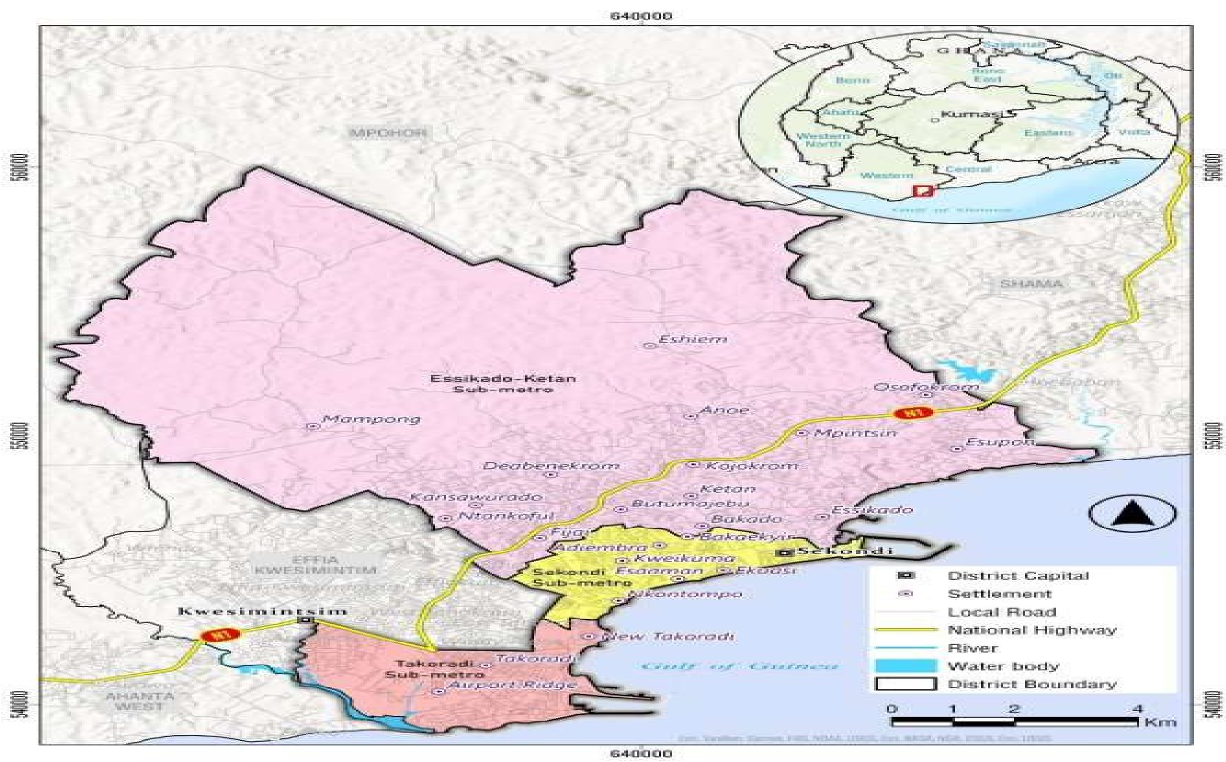
2.3.2.2 Administrative Context and Local Governance

The General Assembly of the Sekondi-Takoradi Metropolitan Assembly (STMA) is the highest decision-making body in the metropolis, consisting of 57 members, including three Members of Parliament, one Metropolitan Chief Executive (MCE), 36 elected Assembly Members and 17 appointed members. The

Assembly has two main committees: the Metropolitan Authority and the Public Relations and Complaints Committee (PRCC), along with seven sub-committees addressing various developmental issues. Security matters are managed by the Metropolitan Security Council (METSEC).

The Assembly is divided into three Sub-Metropolitan District Councils, namely, Takoradi, Sekondi and Essikado which are facilitating community participation and efficient service distribution. Properly resourcing for these Sub-Metropolitan Councils are vital for enhancing public policy management and decentralization, transparency, accountability, public expenditure, and asset management. Therefore, there is a pressing need to strengthen these sub-structures within the STMA. Figure 1 and 2 shows the Map and organogram and structure of the Assembly

Figure 2.2: Map of Sekondi-Takoradi showing Sub Metros



Source: MPCU, 2025

2.3.2.3 Demographic Characteristics

Demographic and built environment characteristics are key determinants of the social, economic, and physical transformation of the Sekondi-Takoradi Metropolis. Demographic factors such as population size, age and sex composition, household structure, religion, occupation, and dependency ratios define the social fabric of the metropolis. Meanwhile, the built environment—comprising housing, transportation networks, public spaces, and physical infrastructure—reflects how human activities interact with the natural landscape.

The interplay between these two dimensions influences governance, economic productivity, environmental sustainability, and social inclusion. Understanding these characteristics allows authorities and policymakers to design strategies that promote sustainable urban development, equitable access to resources, and improved living standards, in line with the Sustainable Development Goals (SDGs)—particularly SDG 1 (No Poverty), SDG 3 (Good Health and Well-being), SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation, and Infrastructure), and SDG 11 (Sustainable Cities and Communities).

2.3.2.4 Population Size and Growth Rate

According to the 2021 Population and Housing Census (PHC) conducted by the Ghana Statistical Service, the Sekondi-Takoradi Metropolitan Assembly (STMA) recorded a total population of 245,382, representing approximately 11.9 percent of the Western Region's total population. The gender composition indicates that females constitute 51.4 percent (126,038) of the population, while males account for 48.6 percent (119,344). This near balance in gender distribution reflects a fairly even population structure, which is beneficial for inclusive development planning and equitable access to economic opportunities.

The annual population growth rate of 2.2 percent is higher than the national average of 2.1 percent, signifying rapid urban expansion and strong migration flows driven by the Metropolis's commercial and industrial appeal. At this growth rate, the population is projected to reach **294,312** by **2030**. This demographic trend has direct implications for **urban infrastructure demand**, **housing pressure**, and **social service delivery**, calling for forward-looking spatial and economic planning.

Development Implication:

High growth rates exert pressure on urban infrastructure and social services but also expand the labor force base. Targeted investment in housing, education, and healthcare can transform this growth into an economic advantage *(Related SDGs: 3, 8, 9, 11).*

A breakdown of the population across the three Sub-Metropolitan Councils shows that: Takoradi Sub-Metro has a population of 50,065, Sekondi Sub-Metro also has population of 54,772, and Essikado-Ketan Sub-Metro records the highest population with 140,545 residents.

The Metropolis is highly urbanized (92% urban) and densely populated (1,251 persons/km²). The 2021 PHC further reveals that the major percentage of the Metropolis' population resides in urban areas, making it an urbanized metropolis in the Western Region. Almost a quarter of the region's total urban population is concentrated within the Sekondi-Takoradi Metropolis, underscoring its role as the regional administrative, commercial, and industrial hub. This growth is driven largely by rapid urbanization, natural population increase, and migration inflows related to the oil and gas, port, and service sectors.

The population is youthful, with 37% below 15 years and only 6% above 65 years, resulting in a dependency ratio of 65.2. This youthful demographic presents opportunities for a productive labor force but also poses challenges in education, job creation, and service delivery. Some of the development Implications includes:

- High population density and urbanization demand expansion of infrastructure and social services.
- Youth unemployment may rise without targeted skills training and enterprise support.
- Strain on municipal finances to meet service delivery standards.

Table 3: Population for the Sub-Metros

SUB-METRO	TOTAL POP.	MALE	FEMALE	TOTAL NO. OF HOUSEHOLDS	AVERAGE HOUSEHOLD SIZE	URBAN POPN	RURAL POPN
Takoradi	50,065	25,360	24,705	16310	2.9	97,352	-
Sekondi	54,772	26,374	28,398	17,157	30	70,361	-
Essikado-Ketan	140,545	67,610	72,935	40,498	3.3	144,886	14,332

Source: 2021 Population and Housing Census Summary Report of Final Results

Table 4: Population projections for STMA from 2024 - 2030

Year	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**
Metro. Population	262,001	267,614	272,475	277,909	283,366	288,836	294,312
Takoradi Sub- Metro	53,455	54,601	55,593	56,702	57,815	58,931	60,048

Sekondi Sub- Metro	58,482	59,734	60,819	62,032	63,250	64,471	65,694
Essikado – Ketan Sub - Metro	150,064	153,279	156,063	159,175	162,301	165,434	168,570

Source: GSS Population Projection, June 2024

Figure 2.3: Projected Population Growth of STMA – 2024 – 2030

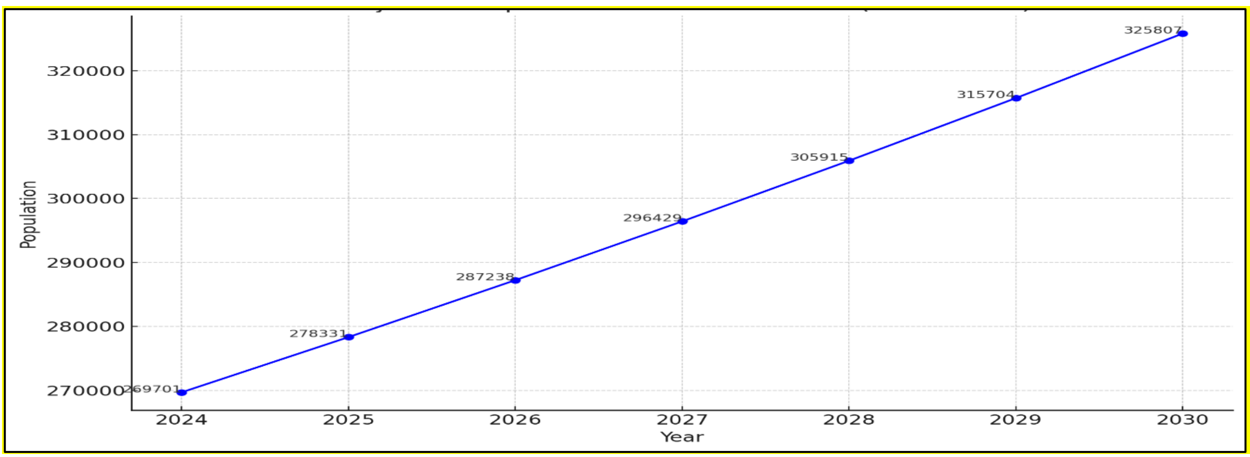
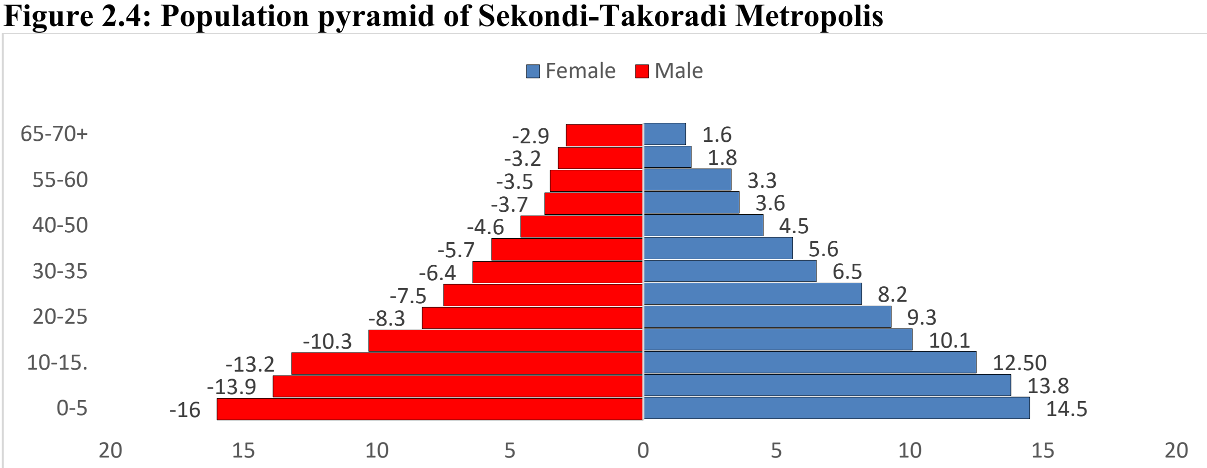


Figure 2.4: Population pyramid of Sekondi-Takoradi Metropolis



Source: Ghana Statistical Service; 2021 Population and Housing Census

Rapid urbanization has led to congestion in built-up areas, resulting in the development of slum conditions and the expansion of informal settlements in the metropolis. The projected increase in population necessitates proactive urban planning to accommodate the growing population, ensuring adequate housing, infrastructure, and services. With the rising population, there is the need to address sustainability concerns, including waste management, water supply, and environmental conservation to maintain a high quality of life.

Dependency Ratio

According to the 2021 Population and Housing Census (PHC) Report, the total age dependency ratio for the Sekondi-Takoradi Metropolis stands at 58.2%. This figure highlights the relationship between the dependent population, comprised of children and the elderly and the working-age population. Specifically, children under the age of 15 constitute a significant portion of the population at 32.6%, indicating a substantial youth demographic that may require support in terms of education and healthcare. In contrast, the elderly population, defined as those aged 65 and older, of STMA accounts for 6.1%, pointing to the growing need for health services and social support as this age group continues to expand. Meanwhile, the working-age population, which includes individuals between the ages of 15 and 64, makes up 61.3% of the total population. This demographic is critical for economic productivity and workforce participation, highlighting the importance of policies that support employment and economic opportunities. The interplay between these age groups underscores the demographic challenges and opportunities faced by the population, which policymakers must consider in planning for future social and economic needs.

Linked SDGs and Contribution:

- **SDG 3.7 & 3.8:** Ensure access to health services and reproductive health.
- **SDG 4.4:** Promote relevant skills for employment.
- **SDG 8.6:** Reduce youth unemployment.
- **Extent of Contribution:** *Moderate* – demographic dividend potential exists, but underemployment and skills mismatch persist.

2.3.3 Key Issues Encountered during Implementation of the DMTDP

The planning period saw the implementation of some programmes and projects covering almost all the sectors. However, some interventions were implemented by the development partner without consulting the Assembly. As such, data on these interventions are difficult to track and most often result in duplication of efforts.

In the area of revenue generation, the Assembly's inability to meet revenue targets was a major setback for the implementation of the DMTDP. In most cases, the Assembly had to rely on the other partners for the implementation of its planned activities. However, the irregular flow and the heavy deduction of the fund at source also made it difficult to efficiently finance programmes and projects thus resulting in delays in their execution or non-implementation.

The performance of the Assembly's internally generated fund (IGF) was another key issue encountered.

Closely related to the above were the over-ambitious targets set in the 2022-2025 plan. Most of the targets were set based on the financial projections that were outlined in the plan. However, these revenue targets could not be achieved, thereby throwing the development targets overboard.

Generally, the inadequacy of logistics (particularly vehicles for monitoring of projects) was a major setback for the implementation of the plan. The MPCU, on several occasions, had to cancel scheduled monitoring activities due to the absence of a vehicle to convey members.

On the basis of community engagement conducted some key development issues were identified as the basis for the development of the current plan. The table below is the summary of these issues.

Table 5: List of Development Issues

Development Issues
Inadequate Revenue Mobilization
Insufficient land for medium and large-scale industrial development
Limited access to digital entrepreneurship training and incubation centres.
Inadequate fund for Industrial development
High Youth unemployment
Inadequate provision of modern market infrastructure
Lac of shelter for fishmongers
Effects of climate change on agricultural productivity
Limited investment capacity for MSMEs
Low entrepreneurial skills among the youth
Inadequate provision of modern market infrastructure

High youth unemployment, with limited access to digital entrepreneurship training and incubation centres.
Inadequate investment in processing/value addition
Low youth interest in agriculture
Old and weak tourism infrastructure.
Poor tourist Infrastructural development
High youth unemployment rate
Limited access to digital entrepreneurship, training and incubation centres
High cost of pre-mix fuel due to smuggling
Limited access to start-up capital and productive resources
Inadequate educational infrastructure
Lack of Shelter for the Fishmongers
Insufficient and Inadequate health infrastructure
Insufficient educational infrastructure
Inadequate maintenance of facilities
Inadequate water supply
Inadequate Households Toilets leading to Open defecation
Inadequate extension of electricity to new sites
High rate of Drug and Alcohol abuse among the youth
Inadequate health infrastructure
Geographical Disparities in access to quality education at all level
Inadequate teachers' motivation
Limited coverage of Livelihood empowerment against Poverty
Inadequate teaching and learning material.
Low participation of non-formal education
High deterioration of existing schools
Inadequate recreational/sports infrastructure and equipment
Limited awareness on child right protection
Low enrolment rate for science, technology, engineering and mathematics, especially among girls
Inadequate sanitation facilities, including institutional toilets and urinals
Accelerating coastal erosion
Insufficient waste management services
Poor landscaping

Effects of climate change on agricultural productivity
Poor road networks conditions
Poor Drainage System/Storm Drains
Weak enforcement of environmental laws and regulations
Inadequate domestic climate finance mechanism
Accelerating coastal erosion
Poor police visibility and security
Unavailability of Fire Station
Insufficient engagement with CSOs and NGOs
Poor maintenance of Infrastructure facilities
Insufficient Fire station across the metropolis
Insufficient Police station across the metropolis
Inadequate Diaspora/Sister city engagement and collaboration

2.3.4 Key Lessons Learned

- Agricultural growth requires stronger support for extension services and mechanization.
- Social sectors (education, health, water, and sanitation) showed progress, but financing gaps slowed full achievement.
- Governance indicators (participation, accountability, crime reduction) improved modestly, but disaster management remains a challenge.
- Project implementation was slowed by over-reliance on central government funding and donor support
- The financing gap highlights the need for innovative revenue mobilization strategies, stronger IGF collection systems, and public-private partnerships (PPPs) to complement traditional sources.

2.3.5 Strength, Weaknesses, Opportunities, and Threats (SWOT) Analysis of Sekondi–Takoradi Metropolitan Assembly (STMA).

SWOT analysis is a structured analytical framework used to evaluate the internal and external factors that influence the formulation, implementation and monitoring of development plans. It serves as both a diagnostic and strategic tool in conducting situational analysis, facilitates evidence–based decision making and prioritizes interventions that are both feasible and sustainable. It examines four dimensions.

The Strengths represent the internal capabilities and institutional advantages that can be leveraged to achieve development objectives. In contrast, the Weaknesses refer to the internal limitations, resource gaps, or systemic deficiencies that hinder the attainment of planning goals and objectives. The Opportunities encompass external factors and trends within the socio-economic, political, technological, or environmental landscape that can be harnessed to enhance development outcomes. Meanwhile, the Threats denote external challenges or risks that may adversely affect the successful implementation or long-term sustainability of the development plan. Together, these elements form the foundation of a comprehensive SWOT analysis, providing valuable insights for strategic planning and informed decision-making.

SWOT analysis was used to identify and evaluate the Strengths, Weaknesses, Opportunities of the Metropolis to gain insights into the current situation, identify areas for improvement, and develop strategies to achieve the goals. Below are some of the issues that have been take n through the SWOT analysis:

Table 6: SWOT

STRENGTHS	WEAKNESSES
• Availability of skilled labour force and tertiary institutions producing qualified graduates. • Cultural and tourism attraction site for economic growth • Strategic location along the Abidjan–Lagos Corridor serving as a major transport and commercial hub. • Presence of the Takoradi Port and oil & gas industry support services boosting local economy. • Existence of vibrant MSMEs and strong potential for industrial and service sector growth. • Relatively high literacy levels and availability of skilled human resource base. • Huge commercial hub for revenue generation • Strong community support for collaboration • Potential youth energy for local economic development • Functional administrative sub-structures and active Metropolitan Planning Coordinating Unit (MPCU). • Improved IGF collection systems and emerging public–private partnerships in service delivery. • Peaceful socio-political environment and good collaboration with security agencies. • Growing tourism potential with coastal, heritage, and eco-tourism attractions. • Strong institutional coordination and stakeholder engagement culture.	• Limited modern market and industrial infrastructure to support business expansion. • Inadequate financing and high dependence on central government and donor funding. • Weak enforcement of development control, spatial planning, and building regulations. • Poor waste management practices and inadequate sanitation infrastructure. • Weak monitoring and evaluation systems and inadequate logistics for project supervision. • Poor maintenance culture and inadequate asset management systems. • Inadequate political will to implement the by-laws • High youth unemployment and low productivity in the informal sector. • Inadequate access to quality health facilities and high prevalence of communicable diseases. • Inadequate urban planning leading to congestion and unplanned settlements.

OPPORTUNITIES	THREATS
• Availability of vast land for industrial expansion • Expanding investor interest in oil, gas, renewable energy, and logistics sectors. • Partnership opportunities with private sector, NGOs, and development partners. • National emphasis on decentralization and local economic development (LED). • Adoption of digital technologies to enhance revenue mobilization and service delivery. • Potential for coastal tourism, fisheries, and green economy projects. • Growing support for climate resilience and sustainable infrastructure initiatives. • Strengthened collaboration with CSOs, traditional authorities, and communities. • Public-private partnerships (PPP) in market, transport, and waste management facilities • Availability of government Decentralisation and urban development funds to strengthen local revenue systems. • Huge capital formation from donors • Government climate-smart agriculture policies (Feed Ghana) irrigation projects, tree planting	• Rising unemployment and associated social vices (crime, drug abuse). • Accelerating coastal erosion and flooding due to climate change and poor drainage systems. • Environmental degradation from illegal sand winning, deforestation, and pollution. • Rapid urbanization and population pressure on infrastructure and basic services. • Fluctuating national and global economic conditions affecting local revenue. • Inconsistent government policies and delays in release of statutory funds. • Rising energy costs and inflation impacting local businesses and households. • Encroachment on public lands and weak environmental enforcement. • Uncontrolled urban expansion • Political interference in national and local issues • High risk of donor dependency • Climate shocks exacerbate youth migration to urban areas, reducing farm labour. • Rapid environmental degradation

2.4. Medium-Term Needs Assessment and Projections

This section provides critical information on the estimated development needs in the medium-term for the Sekondi – Takoradi Metropolitan area.

2.5 Profile and Development Situation of the Metropolis

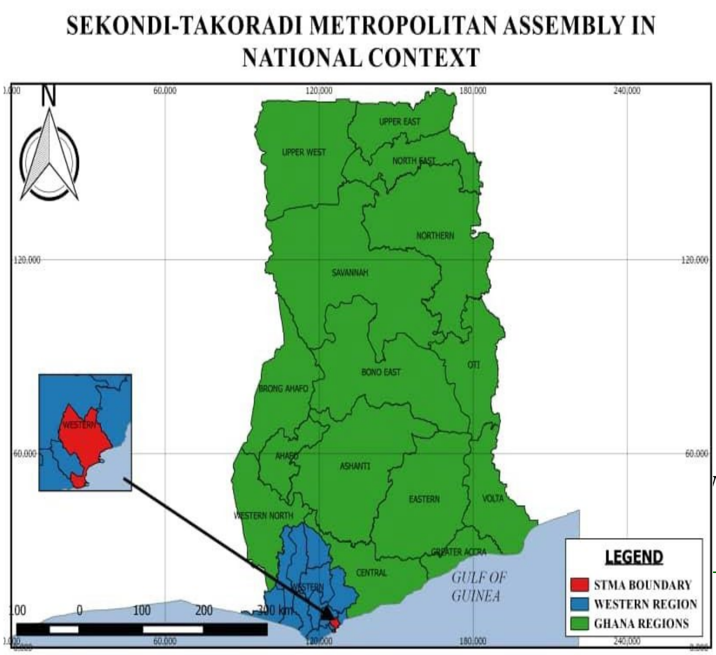
This section highlights the profile of the Sekondi-Takoradi Metropolitan Assembly (STMA) describing the geography and physical characteristics, demographic and built environment characteristics, socio-political and cultural context, economic context and WASH related development priorities of the Metropolis.

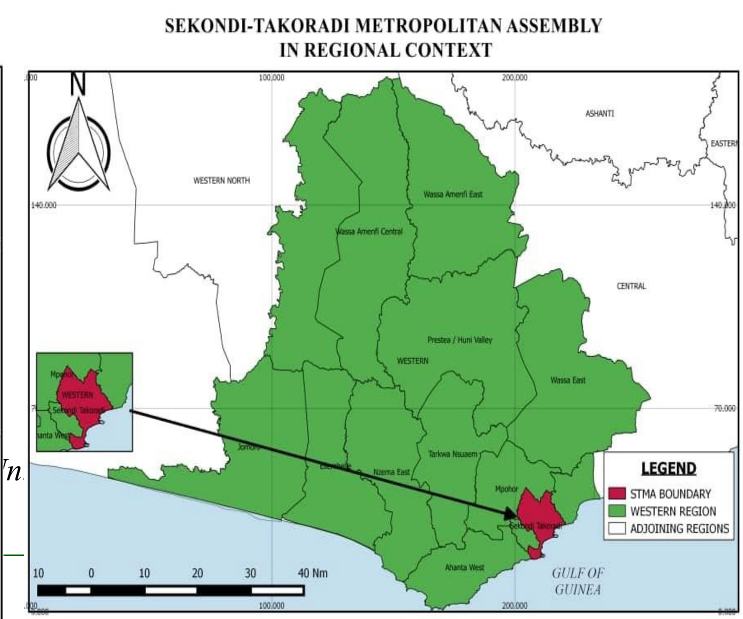
2.6 Location, Geography and Physical Characteristics

Location and Size

The Sekondi Takoradi Metropolitan Assembly is located in the southern part of the Western Region with Sekondi as the administrative capital. It is about 280 Km from Accra and 130km from La Cote D'Ivoire. It is bordered to the North by Mpohor District, Shama District to the east, and Effia-Kwesimintsim Municipal to the west and south by the Gulf of Guinea. The position of STMA along the proposed Abidjan-Lagos corridor highway is strategic and can serve as a transportation hub and a haulage truck terminal with all its advantages STMA is one of the fourteen (14) districts in the western region and has a total land area of 119 square kilometres. Though it is the smallest in terms of land size, it is the most urbanized and densely populated local government area in the Region.

Figure 2.5: Sekondi-Takoradi Metropolis in Context





Climate Conditions

The average annual temperature of the Metropolis is 22ºC. 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 most communities in the metropolis. Thus, there is an issue of severe rainfall in STMA, and coupled with it low-lying coastal area, which is below sea level, results in annual flooding events and coastal erosion. Also, the dry seasons are short and occur from August to September, and a more extended one from December to February, which ends as the Harmattan. Again, the weather conditions provide a favorable environment for aquaculture and crop production in the metropolis. As a result of the serene atmosphere and climate conditions, it affords the metropolis a unique place as a preferred tourist attraction destination.

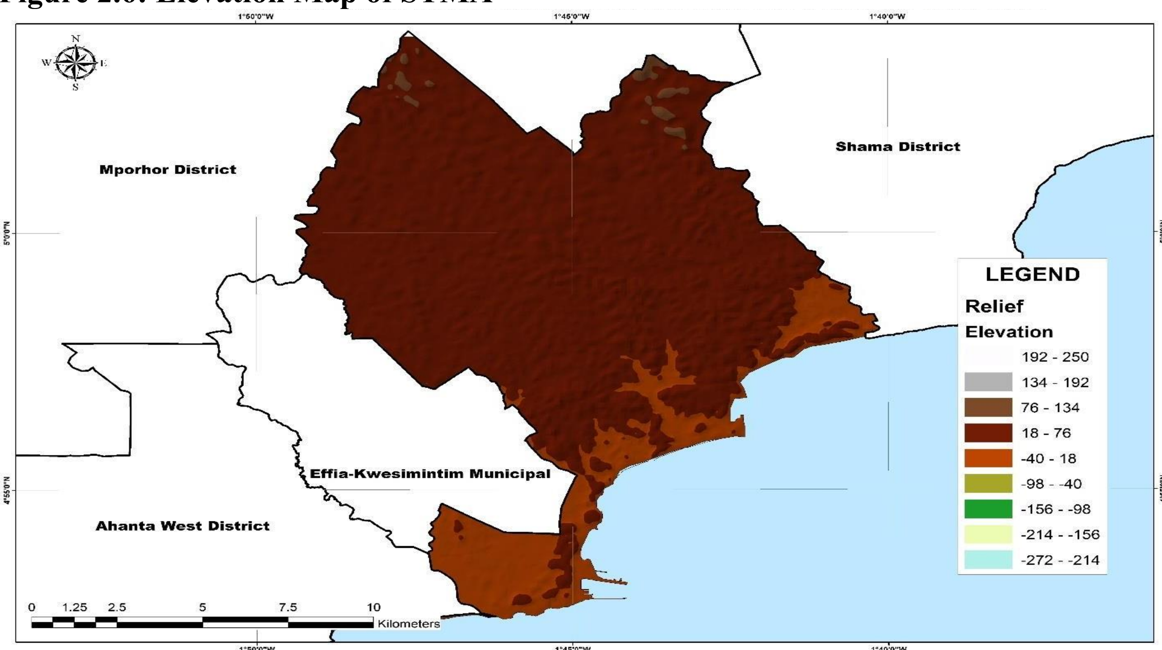
Table 7: Climate data for Sekondi-Takoradi

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Average monthly maximum °C	31.46	31.96	31.98	31.83	31.13	29.43	28.23	27.72	28.38	29.80	31.14	31.53	30.38
Monthly average °C	27.43	28.24	28.32	28.27	27.78	26.60	25.61	25.07	25.72	26.66	27.52	27.70	27.08
Average monthly minimum °C	23.40	23.51	24.65	24.71	24.43	23.78	22.98	22.42	23.07	23.53	23.89	23.87	23.77
Average rainfall mm	20	30	57	118	216	286	102	44	59	144	70	46	1,171

Relief and Drainage

The central area of STMA sits at an elevation of 6 meters above sea level, characterized by its low-lying terrain. This area is interspersed with ridges and hills that range from 30 to 60 meters in height, with the highest points offering panoramic views of the Metropolis. There are five major drainage basins in the Sekondi-Takoradi Metropolitan Metropolis: Pokuantra, Kansawura, Buwen, Anankwari, and Whin, along with a smaller river basin at Ngyiresia. The Anankwari River, located to the east of the Metropolis, flows through the village of Eshiem. In 2010, the Butre lagoon covered an estimated area of 86,404 square meters, while the Essei lagoon spanned 110,902 square meters. The Whin estuary covered an area of 652,202 square meters. The predominantly low-lying topography, especially in coastal regions, poses significant challenges, as heavy rains frequently lead to flooding, putting additional strain on the storm drain infrastructure needed to prevent flooding in critical areas of the Metropolis.

Figure 2.6: Elevation Map of STMA



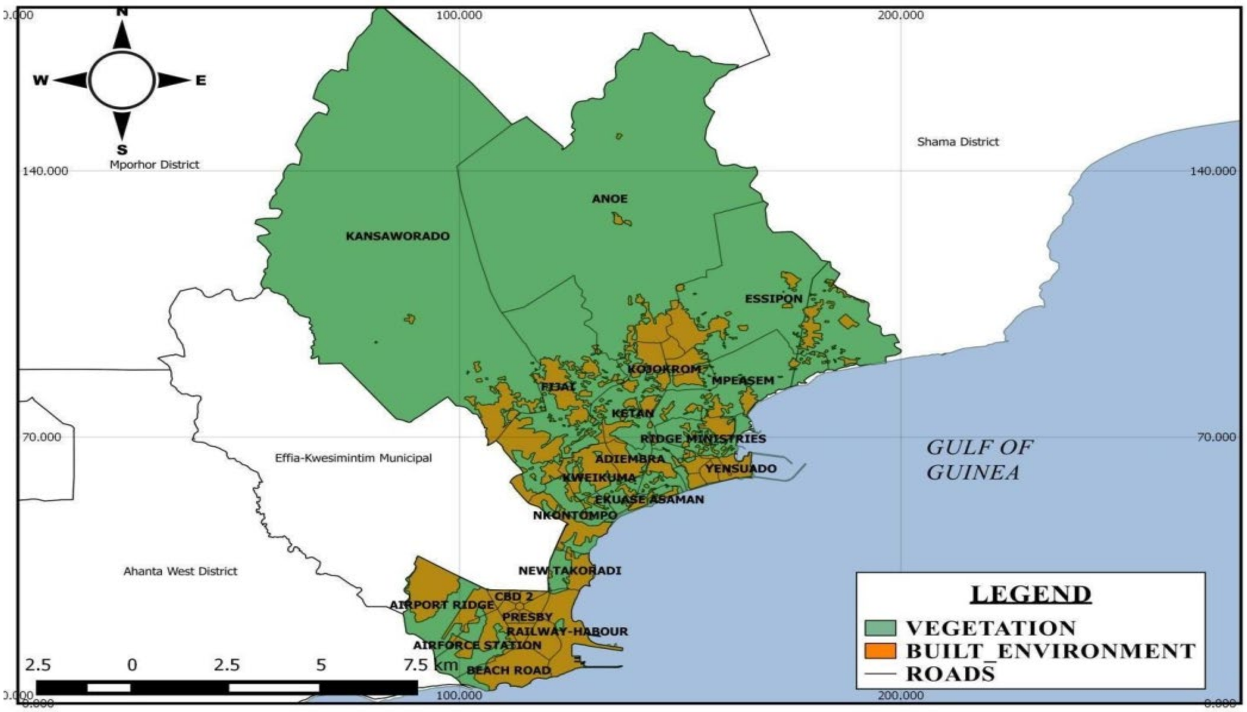
Source: Metropolitan Planning Coordinating Unit - STMA, 2025

Vegetation

The Metropolis has three main vegetation types, namely, mangrove, coastal scrub and savannah Woodland. The Mangrove and coastal scrub are found in the southern and middle parts whilst the savannah woodland is found in the northern part respectively. In addition, the metropolis is recognized for its Forest Resources although 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 built up. The only forest in the metropolis is the

Monkey Hill Conservation Forest, which is reserved for eco-tourism. Apart from that, the mangroves located around the Essei and Butua lagoons and the Whin Estuary also help in monitoring coastline erosion. The STMA will lose its forest resources if the deforestation and encroachment of the Monkey Hill Conservation Forest continue.

Figure 2.7: Vegetative Cover of Sekondi-Takoradi Metropolitan Assembly



Source: Metropolitan Planning and Coordinating Unit - STMA, 2025

Geology, Soil and Minerals Deposits

Geologically, the Sekondi-Takoradi Metropolitan Assembly (STMA) is predominantly composed of shales and sandstones, which rest on a hard basement of granites, gneiss, and schists. The coastline's landform is shaped by a faulting system, contributing to a high-water table and elevated salt content in the groundwater. This necessitates thorough soil investigation before undertaking major infrastructure projects. Significant stone deposits are mainly located in areas such as Diabenekrom, Essipon, Kojokrom, and Butumajebu. However, these sites have been heavily encroached upon by private residential developments, posing safety risks for mining activities and driving up the cost of quarry materials, consequently increasing construction costs. The Town and Country Planning Department needs to designate undeveloped areas and establish buffer zones to prevent residential and industrial development near stone mining sites.

The soil type is also predominantly acrisol. This type is mostly deep and acidic due to the heavy leaching of the layers caused by high rainfall, humidity and temperature. The acidic nature reduces the availability of soil phosphorus, calcium and magnesium, but generally, levels are acceptable for good plant growth, hence promotes the extensive cultivation of cassava, maize, plantain, rubber, cocoa, coconut and oil palm among others.

Natural Resource Utilizations

Land use pressures are substantial in the Sekondi-Takoradi Metropolitan Metropolis, particularly in the densely populated areas of the Assembly. The demand for converting vegetation to agriculture, harvesting mangroves and other forest species at Monkey Hill, and especially urban expansion pose significant threats to the existing vegetation cover. Much of the land in the Metropolis, apart from reserved and protected areas, has been deforested and encroached upon. There is an urgent need to improve livelihoods and manage lands outside these reserves effectively. Successful implementation of these efforts will lead to increased employment, improved livelihoods, better management of existing natural resources, enhanced soil fertility, and increased carbon stocks. Moreover, improved land management will reduce pressure on forest reserve areas, protecting their biodiversity, creating opportunities for ecotourism, and enhancing the value of other ecosystem services within the local communities' value chains.

Climate Change, Risks and Hazards

Aside from pressures from human activities, rising temperatures and climate change are linked to stream fluctuations, leading to irregular, more extreme, and unusual weather patterns. These changes in rainfall patterns can result in droughts in some areas and floods in others. The STMA faces potential adverse impacts from climate change, including changing phenology, coastal erosion, and rising sea levels. Additionally, urbanized areas are particularly vulnerable to severe flooding, which has been observed to worsen each year. To mitigate drainage and flooding issues in the existing basins, the STMA and other relevant authorities recognize the need for an integrated approach with neighboring municipalities,

The development implication of these factors is that if proper planning does not take them into consideration their effect will change the development phase of our environment. This is because all development that will take place will be destroyed by the increase of these factors in a due cause. Care must be taken to consciously integrate them well into out policy decision making

2.7 Demographic and Build Environment Characteristics

Demographic and built environment characteristics are crucial in shaping a community's social, economic, and physical context. Demographics involve factors like age, race, income, and education, which define the community's identity and influence governance, public health, and economic opportunities. Conversely, built environment characteristics encompass the man-made surroundings, including the design of buildings, transportation, and public spaces. The quality and accessibility of these elements significantly affect residents' quality of life, health, and social interactions.

By analyzing both demographics and built environment features, urban planners, policymakers, and community organizations can identify community needs and challenges. This understanding leads to strategies that enhance livability, sustainability, and equity, ultimately improving well-being for diverse populations and plan for the future.

Population Size, Growth and Distribution

According to the 2021 Population and Housing Census (PHC) Report, the Sekondi-Takoradi Metropolitan Assembly (STMA) has a total population of 245,382, accounting for 11.9 percent of the Western Region's population. The gender distribution is such that females comprise 51.4% (126,038) of the population, while males account for 48.6% (119,344). The Sub-Metro breakdown from the 2021 census indicates that Takoradi Sub-Metro has a population of 50,065, Sekondi Sub-Metro has 54,772, and Essikado-Ketan has 140,545. An analysis of the population distribution shows that the entire population (100.0%) of the STMA as at the 2021 Census, lived in urban areas. Almost a quarter of the urban population in the Western Region is concentrated in the Sekondi-Takoradi Metropolis. Based on the 2021 PHC estimated population, and with an annual growth rate of 3.2%, the population of STMA is projected to reach 325,807 by 2030 (*see details table below*).

Table 8: Population for the Sub-Metros

SUB- METRO	TOTAL POP.	MALE	FEMALE	TOTAL NO. OF HOUSEHOLDS	AVERAGE HOUSEHOLD SIZE	URBAN POPN	RURAL POPN
Takoradi	50,065	25,360	24,705	16310	2.9	97,352	-
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Source: 2021 Population and Housing Census Summary Report of Final Results

Table 9: Population Projections for STMA from 2024 - 2030

Year	2024	2025	2026	2027	2028	2029	2030
Population	269,701	278,331	287,238	296,429	305,915	315,704	325,807

Figure 2.8: Projected Population Growth of STMA – 2024 – 2030

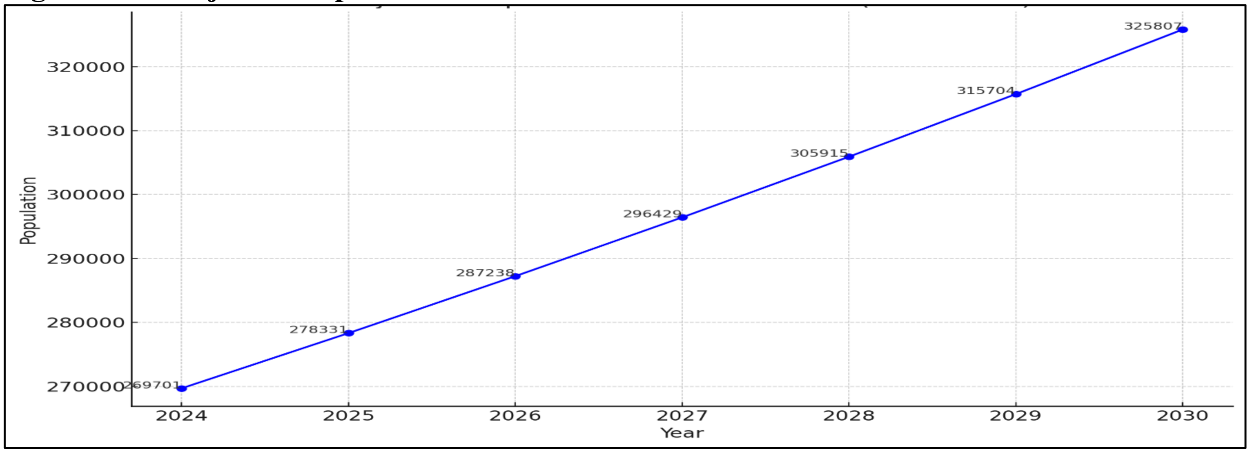
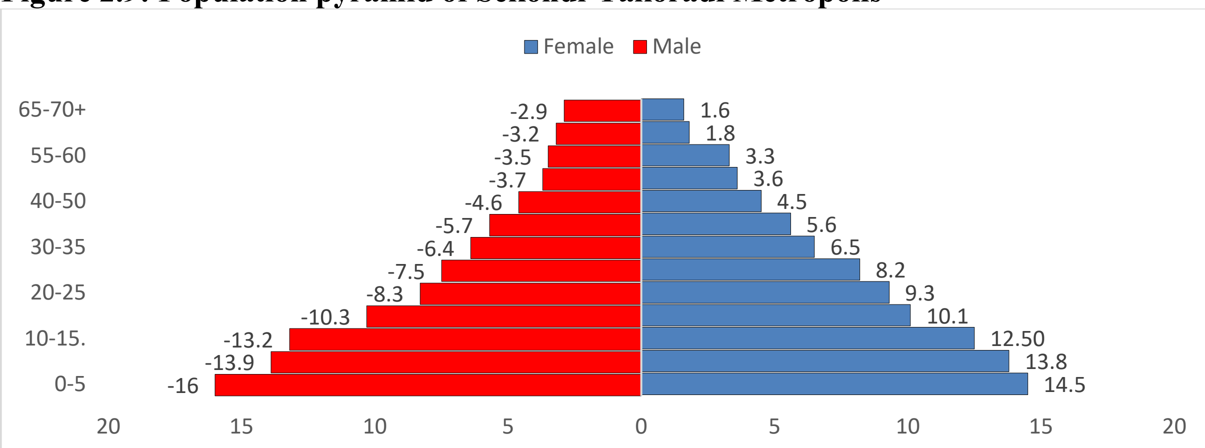


Figure 2.9: Population pyramid of Sekondi-Takoradi Metropolis



Source: Ghana Statistical Service; 2021 Population and Housing Census

Rapid urbanization has led to congestion in built-up areas, resulting in the development of slum conditions and the expansion of informal settlements in the metropolis. The projected increase in population necessitates proactive urban planning to accommodate the growing population, ensuring adequate housing, infrastructure, and services.

The implication here is that with the rising population, there is the need to address sustainability concerns, including waste management, water supply, and environmental conservation to maintain a high quality of life for all.

Dependency Ratio

According to the 2021 Population and Housing Census (PHC) Report, the total age dependency ratio for the Sekondi-Takoradi Metropolis stands at 58.2%. This figure highlights the relationship between the dependent population, comprised of children and the elderly and the working-age population. Specifically, children under the age of 15 constitute a significant portion of the population at 32.6%, indicating a substantial youth demographic that may require support in terms of education and healthcare. In contrast, the elderly population, defined as those aged 65 and older, of STMA accounts for 6.1%, pointing to the growing need for health services and social support as this age group continues to expand. Meanwhile, the working-age population, which includes individuals between the ages of 15 and 64, makes up 61.3% of the total population.

The development implication is that, the dependency ratio is critical for economic productivity and workforce participation, highlighting the importance of policies that support employment and economic opportunities. The interplay between these age groups underscores the demographic challenges and opportunities faced by the population, which policymakers must consider in planning for future social and economic needs.

Migration

The phenomenon of in-migration is quite high in the Metropolis. In 2021, the total number of migrants confirmed to be in the Metropolis was 22,680, which is 9.24 percent of the total population (GSS, 2021). It was estimated that 3.6 percent of the total number of migrants were nationals from other countries around the world, but predominant among this number were nationals from Nigeria, Europe, and India.

The influx of migrants can be attributed mainly to the growing oil and gas industry, among other businesses in the Metropolis. Although the Metropolis benefits from these migration trends in terms of labour availability and increased productivity, especially in the area of agriculture and industry, there is also a high incidence of communal apathy towards community participation in development, as the people tend to think first of their towns of origin.

The development implication is that, there is also likely to be high "capital flight" as most of the incomes generated from rubber plantations, small-scale mining and other economic activities are likely to be spent outside the boundaries of the Municipality. The risk of increased incidence of social vices such as pilfering, among others associated with this level of migration cannot be left unmentioned. Planning policy decision must take this issue very critical since it affect the especially the urban areas that serve as the recipient of these migrants.

Population Density

The population density of the Metropolis is 3,775.1 inhabitants per square kilometer (GSS, 2021). This density is significantly higher than both the regional and national averages, which stand at 148.9 persons per square kilometer. Among the sub-districts, Sekondi has the highest population density, measuring 6,085.8 persons per square kilometer. Takoradi follows with a density of 3,851.2 persons per square kilometer, while the Esikado-Ketan Sub-Metropolitan area has the lowest density. Figure 1.7 illustrates the variations in population density across the Sub-Metropolitan councils within the Metropolis.

As the Regional Capital of the Western Region of Ghana, Sekondi-Takoradi Metropolitan Metropolis is a key factor contributing to these high population densities. The discovery and exploitation of oil fields in the area are driving the rapid growth of the population in the Metropolis. This increase poses developmental challenges, as it requires more resources to provide adequate facilities and services to meet the needs of the growing population. In contrast, the higher ratio of people in service and sales accounts for the commercial activities in the metropolis, which is made up of retail and wholesale activities which comprise the informal sector. Although economic activities enhance livelihood and improve 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. the sparsely populated areas indicate a potential availability of land for agriculture and economic development and this need to be prioritized for planning purpose. The implication here is that, when care is not taken and proper planning put in place high population density due to migration, then the pressure on basic facilities will increase making facilities destroy in a short possible time.

2.8 Social Characteristics and Services

Education

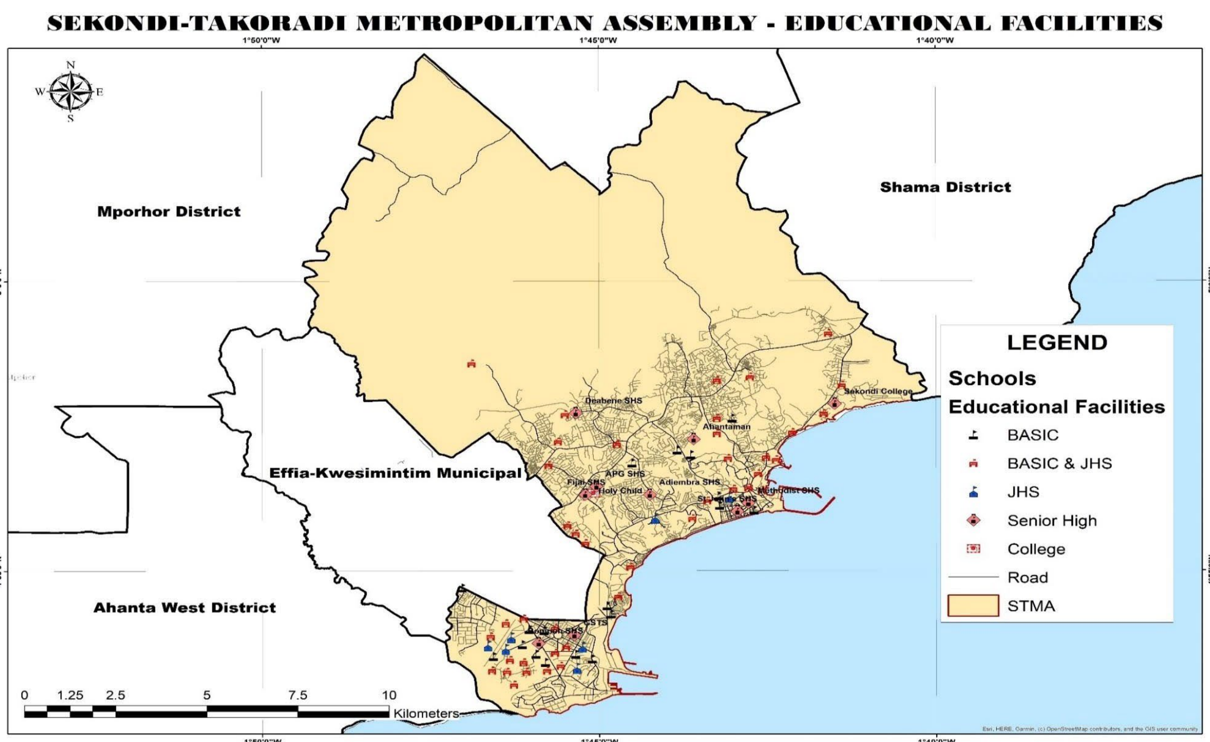
The Sekondi-Takoradi Metropolitan Assembly (STMA) is home to approximately 457 educational facilities, encompassing both public and private institutions. Specifically, there are 269 public schools and 188 registered private schools that offer educational services ranging from the basic education level to senior high school. This diverse array of educational institutions plays a crucial role in providing comprehensive education to the youth within the metropolis, ensuring access to quality learning opportunities across different educational stages.

Quality of Education

Table 10: Number of Schools in STMA

Type or Categories	Public Schools	Registered Private Schools
Kindergarten	83	75
Primary Schools	91	70
Junior High Schools	83	39
Senior High Schools	10	4
Special Schools	2	-
Total	**269**	**188**

Figure 2.10: Educational Facilities



Inclusive and Special Education

The Department of Social Welfare and Community Development spearheads the Sekondi-Takoradi Metropolitan Assembly's initiatives to reduce poverty and ensure income security for vulnerable, marginalized, and disadvantaged groups. The Department collaborates with various social service agencies, including the Ghana Health Service, Ghana Education Service, DOVVSU, Prison Service, Legal Aid, CHRAJ, NGOs, media, and the public. Key activities undertaken by the Metropolitan Assembly include child maintenance, child custody, paternity resolution, family reconciliation, supervision of daycare centers, NGO registration, income generation for rural women, community-based rehabilitation, hospital welfare services, out-of-school youth programs, and LEAP for the aged.
The Assembly's social protection efforts are categorized into four main programs: Child Rights Promotion and Protection, Justice Administration, Community Care, and the Livelihood Empowerment Against Poverty (LEAP) program. The Assembly aims to achieve the objectives of the Ghana National Household Registry (GNHR) initiative, which seeks to create a comprehensive national household register and database of poor and vulnerable households. This initiative will facilitate the targeting of beneficiaries for social protection programs and enhance transparency and accountability. Additionally, the Assembly plans to strengthen the capacity of the Metro Social Protection Committee (MSPC). The MSPC will support needs identification related to social protection, collect data on all social protection interventions in the localities (including those by NGOs, CSOs, traditional authorities, private sectors, and social groups), and generate a holistic picture of local social protection efforts. This comprehensive approach ensures effective targeting and support for the most vulnerable populations within the Metropolis.

Health Care

The health sector in the Sekondi-Takoradi Metropolis plays a critical role in safeguarding the well-being and productivity of the population. Analysis of routine health facility data reveals persisting communicable diseases, rising non-communicable conditions, and maternal health challenges that require targeted interventions in the 2026–2029 planning period.

The Metropolis is served by 64 health facilities, comprising 7 hospitals, 5 health centers, 23 clinics, 2 maternity homes, and 27 functional Community-based Health Planning and Services (CHPS) centers. Despite this, the available health facilities and personnel are insufficient to meet the needs of the growing population. Moreover, there is a lack of education on sexually transmitted infections (STIs), such as HIV and AIDS, contributing to an increase in cases over the years.

Table 11: Health facility by Ownership and Type

Category	Government	Private	Quasi	CHAG	Total
Hospital	3	1	1	1	6
Health Centers	5	0	0	0	5
Clinics	2	18	2	1	23
Maternity Homes	0	2	0	0	2
CHPS	27	0	0	0	27
Total	**37**	**21**	**3**	**2**	**63**

Source: MTDP Health Department

Table 12: Top Ten OPD Diseases

INDICATOR	2022	2023	2024
Total OPD Attendance	454,321	7,190	473,198
OPD per Capita	1.8	1.7	1.8
Total Admissions	25,185	23,186	23,073
Hospital Admission Rate/1000	91.8	82.5	82.9
Total Facility Deaths	846	774	720
Total Admissions due to Malaria	3,122	2,996	3,468
Total < 5 Malaria Admissions	630	507	475
Total <5 deaths due to Malaria	0		0
< 5 Malaria CFR	O	o	o
Total 5& above deaths due to Malaria	O	o	o

Figure 2.11: OPD ATTENDANCE, 2022-2024 (INSURED & NON-INSURED)

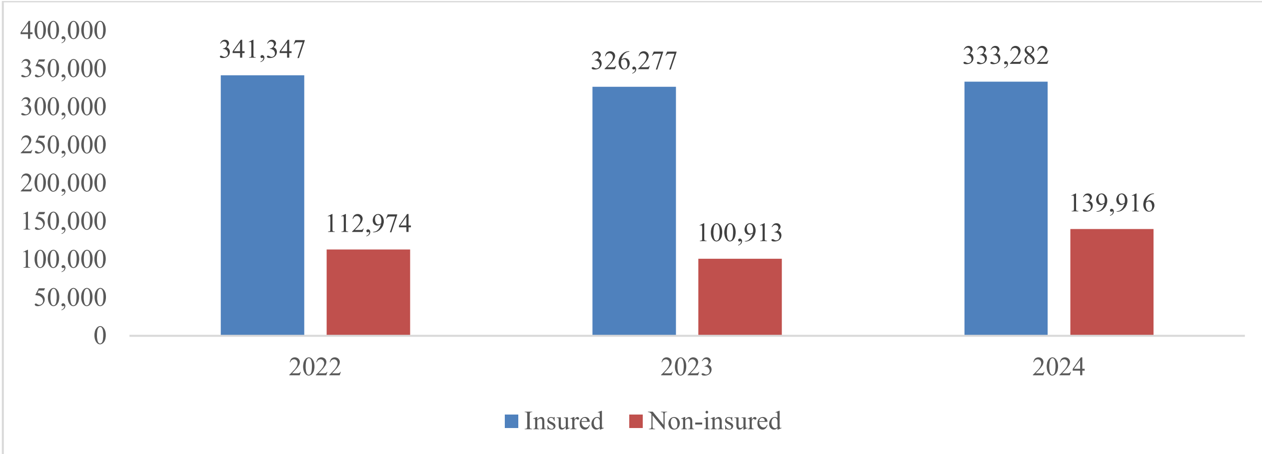


Table 13: CAN Registration

INDICATORS	2022		2023		2024		2025	
	NO.	%	NO.	%	NO.	%	No	%
ANC Registrants	7,489	79	6,539	64	6,240	61		
ITN	7,283	97	6,289	96	6,038	97		

Top Ten OPD Diseases (2022 – 2024)

Upper Respiratory Tract Infections (URTIs) have consistently been identified as the leading disease encountered in outpatient settings from 2022 to 2024, representing significant proportions of total cases: 13.82% in 2022, 14.21% in 2023, and a notable increase to 36.61% in 2024. Despite a slight decline in the overall percentage, URTIs remain the most significant health concern, indicating a persistent burden on healthcare systems and the need for ongoing surveillance and management strategies.

Following URTIs, Uncomplicated Malaria (Tested Positive) has maintained its position as the second most common diagnosis during this period, exhibiting similar trends in prevalence. This consistency underscores the ongoing public health challenge posed by malaria, particularly in endemic regions where diagnostic and treatment efforts may require further enhancement.

Other prevalent health issues, including diarrheal diseases and acute urinary tract infections (UTIs), alternate between third and fifth places in rankings, reflecting a steady occurrence in the population. The fluctuations in their positions imply that while they are serious health problems, they may be influenced by seasonal factors or potential interventions aimed at disease prevention and control. Additionally, chronic conditions such as rheumatism, joint pains, and arthritis have consistently been noted in the top five diagnoses, highlighting a growing concern regarding the burden of chronic diseases. This trend suggests an increase in lifestyle-related health issues, as well as the need for comprehensive strategies to address not only acute but also chronic health challenges.

Given this landscape, health authorities must focus on strengthening Water, Sanitation, and Hygiene (WASH) interventions and Environmental Health programs. These measures are essential for reducing the incidence of both infectious and chronic diseases. Moreover, promoting awareness and access to Reproductive and Urinary Health services will play a critical role in alleviating some of the prevalent health burdens reflected in these statistics.

Table 14: TOP TEN OPD DISEASES (2022 – 2024)

2022				2023				2024			
DISEASE	FREQ #	%	POS	DISEASE	FREQ #	%	POS	DISEASE	FREQ #	%	POS
Upper Respiratory Tract Infections	42983	13.82	1st	Upper Respiratory Tract Infections	41214	14.64	1st	Upper Respiratory Tract Infections	36083	11.61	1st
Uncomplicated Malaria Tested Positive	40151	12.91	2nd	Uncomplicated Malaria Tested Positive	39778	14.13	2nd	Uncomplicated Malaria Tested Positive	35605	11.45	2nd
Diarrhea Diseases	15214	4.67	3rd	Acute Urinary Tract Infection	13814	4.91	3rd	Acute Urinary Tract Infection	15361	4.94	3rd
Rheumatism / Other Joint Pains / Arthritis	14598	4.70	4th	Diarrhea Diseases	13130	4.66	4th	Diarrhea Diseases	15246	4.90	4th
Acute Urinary Tract Infection	14015	4.51	5th	Rheumatism / Other Joint Pains / Arthritis	12439	4.42	5th	Rheumatism / Other Joint Pains / Arthritis	14620	4.70	5th

Table 15: MATERNAL DEATHS BY HOSPITAL

SUB-METRO	FACILITY	NO. OF DEATHS 2024
ENRH	ENRH	17
Essikado	Essikado Hosp.	1

Kokompe	Nagel Memorial Adventist Hospital	2
Takoradi	Takoradi Hosp.	2
TOTAL		**22**

Figure 2.12: MATERNAL MORTALITY RATIO IN STMA

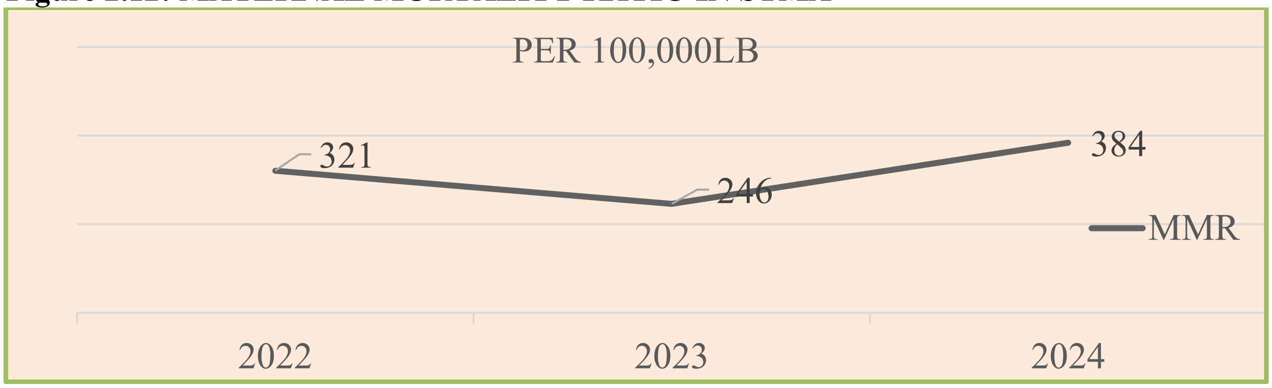
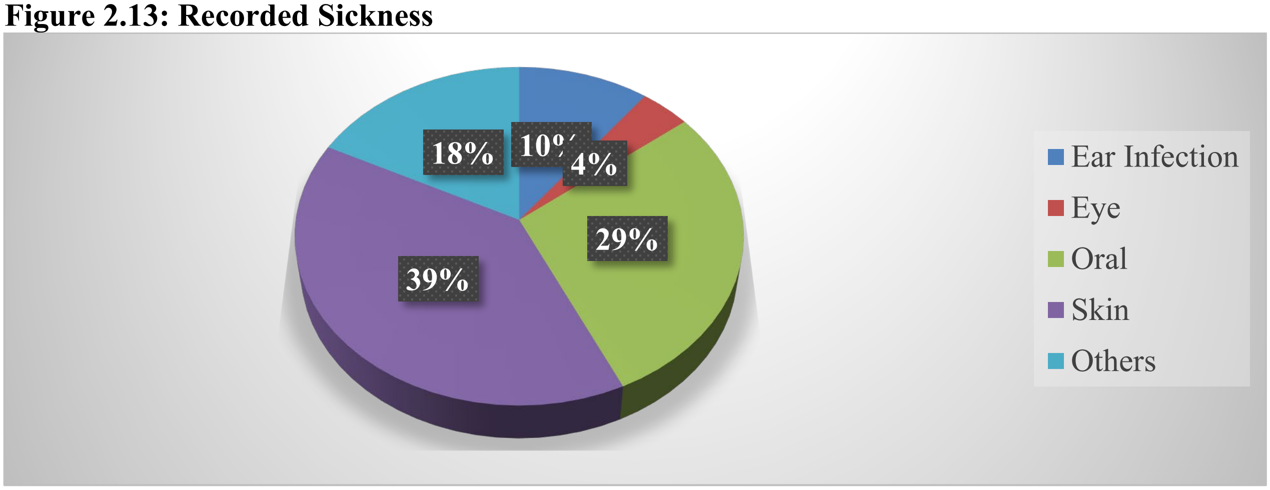


Figure 2.13: Recorded Sickness



a. Water and Sanitation

Water Services

The Sekondi-Takoradi Metropolis relies on Ghana Water for its supply, while rural communities use local water sources. Many faces severe shortages due to reduced raw water inflows, contamination from illegal mining, and aging infrastructure. Seasonal dry spells further exacerbate the issue.

To tackle these challenges, the Ghana Water Company Limited has implemented water rationing, and both local and national governments are planning infrastructure upgrades. However, the water supply remains fragile due to human activities and climate risks.

Low-income households primarily rely on sachet water for drinking, with about 81.54% using it as their main source. While sachet water is seen as convenient and affordable, it raises environmental concerns due to plastic waste and affordability issues.

Table 16: Main Source of Drinking Water for Low Income Communities (LIC)

Main Source of Drinking Water for LICs	Proportion of Population (%)
Sachet water	81.54%
Piped water to neighbor	5.59%
Public Standpipe	5.48%
Piped water inside premises	3.96%
Dug Well	1.55%
Borehole	0.77%
Bottled water	0.66%
Tanker Truck	0.15%
Others/Water Kiosk/ Rainwater)	0.15%
Surface water	0.14%

Source:

Expanding access to reliable piped water can reduce low-income households' dependence on unsafe water sources in STMA. Public and communal standpipes remain vital resources for the community. Improving these access points is important for ensuring safer water supply. The reliance on surface water and non-improved sources poses a risk of waterborne diseases, making safe drinking water access essential for public health.

Water Infrastructure Management Models

Water supply services in STMA are provided through a mix of service delivery models. The GWL Pipe-borne water system serves most communities through household connections and public standpipes, often managed by selected teams or community members. Individual businesses may also operate standpipes, selling water from large storage tanks. Approximately 88% of households in low-income areas rely on these public standpipes.

Boreholes provide an important water source for about 7% of homes in low-income communities, built by STMA, local MPs, donors, or private individuals. Some boreholes are non-functional due to poor management, and community oversight is often lacking. The management practices vary, with some communities using pay-as-you-fetch systems, while others do not charge for water.

Additionally, communities rely on hand-dug wells and water tankers for supply. In hard-to-reach areas, tricycles (referred to as 'Aboboyaa') transport water at a fee. However, the salty quality of the water from some boreholes and wells limits their usability, leading to abandonment in certain situations.

Mode of payment to water service providers

The data reveals the payment methods used by households in STMA for accessing water sources, highlighting their impact on affordability and sustainability, particularly for low-income families. The most common payment mode is the Pay-As-You-Fetch (PAYF), used by 49% of households, allowing them to pay for water as needed—beneficial for managing tight budgets but indicating inconsistent access for many. Additionally, 19% of households report not paying for water, possibly relying on natural or communal sources. While this alleviates costs for some, it raises concerns about the sustainability of water supply and infrastructure. The use of pre-paid water services is minimal at 0.3%, suggesting a potential opportunity for improving payment systems in areas with unreliable collections.

Social Protection

The Department of Social Welfare and Community Development leads initiatives in the Sekondi-Takoradi Metropolitan Assembly aimed at reducing poverty and ensuring income security for vulnerable groups. It collaborates with various agencies, including the Ghana Health Service, DOVVSU, and legal aid organizations. Key activities include child custody resolution, daycare supervision, NGO registration, community rehabilitation, and LEAP for the aged.

The Assembly's social protection efforts focus on four programs: Child Rights Promotion, Justice Administration, Community Care, and the Livelihood Empowerment Against Poverty (LEAP) program. It aligns with the Ghana National Household Registry (GNHR) to create a comprehensive database of poor households, enhancing the targeting of social protection beneficiaries. The Metro Social Protection Committee (MSPC) will identify needs, collect data on interventions, and provide a clear picture of local social protection efforts to better support the most vulnerable populations.

2.9 Sanitation Management

Type of Toilets Used

The needs assessment highlighted a significant reliance on public toilets among residents in the communities. Users typically pay between 50 pesewas and 1 GHS per visit, as household toilets are generally uncommon. The lack of access to toilet facilities is particularly severe, with 64.3% of residents reporting they do not have access. However, in one community, Asamansudu, the coverage was relatively higher, ranging from 60% to 70%. This improvement can be attributed to the construction of 500 household toilets for less-endowed and vulnerable individuals by the local assembly. This project was funded by the European Union through the Twin-Cities IN Sustainable Partnership Project (TCSPP), which aims to enhance household toilet facilities in the area. Participants in community engagement activities confirmed the low level of household toilet access, with only an average of 20% reporting they had access to their own household toilets.

Open Defecation

All the communities admitted that there is open defecation ongoing. Community members practice that by defecating either at the beach or within some forests or bush somewhere, and others do “wrap and throw”.

Public Toilet Management Arrangements

The management of the public toilets owned by STMA has all been given under franchise management, and community members reported that they are uncomfortable with partisan influence in the franchise management. Some community members think that assembly members should take up the management of the public toilets irrespective of political considerations. Even though in a few cases, assembly members hold the franchise, in many cases, the franchise is in the hands of political party appointees.

Community members think that the revenues they generate from the facility are not properly used or properly accounted for. They are helpless because of the franchise arrangement. Unfortunately, there is no clear operational monitoring arrangement from STMA. The franchise holders manage the facilities the way they want and that is why the facility is so bad, but nobody can do anything about it.

The engagements with community stakeholders showed members' preference for household toilets, and they were positive about accepting a financial mechanism and technical support that would create opportunities for them to acquire household toilets.

Institutional Latrines

Most schools that were visited had sanitation facilities. Not all of them were in good shape, and some had been closed. All the schools visited with sanitation facilities were not up to the WASH in school standards. Some had fewer drop-holes serving the population of the school. Most of the sanitation structures in the school were dilapidated. Some community members confirmed that school children also practice open defecation during school contact hours or visit the public toilet if they have money to pay for that service. One school had an international donor constructing a toilet facility for them. The team visited one health facility at Kojokrom. This facility is newly funded by the ongoing Twin Cities Partnership Project in STMA. The facility had access to sanitation facilities.

2.10 Economic Characteristics

Primary Sectors of the Economy of the Metropolis

The economy of the Sekondi-Takoradi Metropolis is driven primarily by the agriculture and fishing activities, services, and industrial sectors, with the services sector being the dominant employer, accounting for about 59.9% of total employment. This reflects the metropolis's strong commercial orientation, largely characterized by retail and wholesale activities within the informal economy.

In recent decades, the metropolis has experienced economic challenges arising from climate-related flooding, rapid urbanization, and inadequate investment in infrastructure maintenance. These factors have placed significant strain on ageing transport and port infrastructure. Nonetheless, improvements in communication, energy, transportation, water, and sanitation have attracted migrants seeking better economic opportunities, increasing population density and expanding the local market. This has enhanced the availability of skilled labour and facilitated knowledge transfer, particularly in specialised sectors such as oil and gas.

The decline of traditional industries, including railway and wood-processing activities, previously resulted in job losses and reduced economic activity, highlighting the vulnerability of livelihoods to sectoral downturns. However, the discovery of oil and gas has revitalized the local economy, driving growth in real estate development and downstream oil-related services.

Employment in the metropolis is largely concentrated in the private informal sector, particularly among females, with approximately 73.8% engaged in informal economic activities. Despite the revenue potential of this sector, the Assembly faces challenges in mobilising adequate funds for development. Public sector employment remains relatively higher among males.

Socio-economic challenges persist, with about 10.4% of the population living in multidimensional poverty, placing the metropolis 21st nationally. Key areas of deprivation include inadequate toilet facilities (64.3%), lack of health insurance coverage (37.3%), and overcrowding (34.4%). Strengthening collaboration with institutions such as the Sekondi-Takoradi Chamber of Commerce and the Association of Ghana Industries, alongside promoting domestic and foreign investment through investor forums, presents significant opportunities for sustained economic growth.

Table 17: Major Economic Activities across the various sectors of the economy:

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

2.10.1 Employment and Job Creation

Employment:

It is widely acknowledged that the private sector is the engine of economic growth. However, an economy heavily dominated by the private informal sector can hinder accelerated economic development. This is primarily because taxing self-employed individuals, who largely constitute the private informal sector (such as market women and street vendors), is challenging. Consequently, with a limited tax revenue base, the Metropolis may struggle to generate substantial revenue from the Internally Generated Fund (IGF). The employment statistics reveal a significant gender disparity in sector participation. A substantial majority of females (81.7%) are engaged in the private informal sector, compared to 56% of their male counterparts. This highlights the need to focus on women when developing strategic policies for the private informal sector, such as revenue collection and market construction. Conversely, a higher proportion of males are employed in the private formal (23.0%) and public (government) sectors (18.7%), compared to females, who represent 8.0% in the private formal sector and 9.7% in the public sector. These statistics underscore the importance of tailored policy interventions that address the distinct employment dynamics of both genders within the Metropolis.

2.10.2 Job Creation:

Agriculture:

Agriculture remains a vital part of the Metropolis's economy, providing full-time and part-time employment for about 20% of the population. Approximately 85,000 people are engaged in agriculture, with 6% involved in fishing. Over 70% of the near-rural population depends directly and indirectly on agriculture and related activities for their livelihood. About 35% of the Metropolis's land area is cultivable, with an average farm size of 2 acres. Most farmers practice subsistence farming, although there are some commercial farms. Farming systems include mixed farming, mixed cropping, and mono-cropping of tree crops such as coconut, oil palm, citrus, and cocoa. Fishing is a common occupation, but many lack the resources to acquire outboard motors, highlighting the need for support to enable more people to enter the fishing industry.

Food Production:

Major crops grown include cassava, plantain, maize, rice, yam, and cocoyam. Vegetables, particularly exotic varieties, are also widely cultivated. Commonly reared animals include poultry, sheep, and goats, with cattle reared by a few farmers. There is an increasing trend in the rearing of rabbits, grass cutters, and snails. The Metropolis also has gari, oil palm, and palm kernel processors, with products purchased by soap manufacturers and fish processors in the area. The sector faces several challenges, including Poor road network, poor storage and marketing leading to post-harvest losses, loss of farmlands to human settlement, reliance on natural rainfall, use of simple farm tools, youth not interested in agriculture, inadequate agricultural extension workers, insufficient funding for agricultural programs (credit), and lack of logistics for field activities. To address these challenges, there is a need to develop irrigation facilities, especially for vegetable production, expand feeder roads to food production centers, and recruit more field staff (AEAs) to support farmers.

Industries:

As farmland diminishes, there is a need to create an enabling environment for private investors to establish manufacturing industries. The Metropolis's industrial sector includes manufacturing, wood processing, and agro-processing, with manufacturing being the most prominent. Industries specialize in oil palm and rubber products, with wood processing industries primarily located between Sekondi and Takoradi. However, many of these industries operate below capacity or are non-functional. The Ghana Free Zones Board (GFZB) has proposed an industrial site to facilitate an export processing zone in Sekondi.

Agribusiness Development Job Creation Initiatives:

The Metropolis is undertaking a significant initiative aimed at employing 2,000 young graduates and non-graduates within the Agribusiness Development sector. This program is designed to address the pressing unemployment issue in the area by equipping the youth with the necessary skills and knowledge related to various aspects of agriculture, including production, processing, marketing, technology, and consumption.

In partnership with the European Union-funded project called the “Twin Cities in Sustainable Partnership,” which is currently being implemented by the Sekondi-Takoradi Metropolitan Assembly (STMA) alongside its Agricultural Department, the Assembly has initiated several targeted activities. These activities include greenhouse farming, snail farming, rabbit rearing, poultry farming, yam cultivation in sacks, aquaculture, and growing vegetables both in containers and open fields. Each of these initiatives is carefully designed to provide sustainable job opportunities and enhance local food production.

Additionally, the Assembly is collaborating with the Ministry of Local Government Studies to execute the Youth Economic Inclusion Through Next Generation Local Economic Development Programme (YEI-NGLED). This program aims to create avenues for employment within the agribusiness chain, thereby facilitating job creation for the youth and empowering them to contribute positively to the local economy.

These initiatives are strategically aligned with the Government’s commitment to achieve Sustainable Development Goal (SDG) 8, particularly Target 8.6, which focuses on significantly reducing the proportion of youth who are unemployed or underemployed by 2030. By fostering skills in agriculture and related fields, the Metropolis hopes to cultivate a new generation of professionals capable of driving economic growth and sustainability in the region.

Takoradi Port and Albert Bosomtwi-Sam Fishing Harbour:

Constructed in 1928, the Takoradi Port serves as a crucial maritime gateway for the middle and northern regions of Ghana, as well as the landlocked Sahelian countries of Burkina Faso, Niger, and Mali. This port plays an instrumental role in the nation's economy, handling over 600 vessels each year, which accounts for an impressive 37% of Ghana's total seaborne traffic. Additionally, it facilitates 62% of the country's exports and 20% of its total imports, making it a pivotal hub for trade and commerce in the region.

In 1999, the Albert Bosomtwi-Sam Fishing Harbour was established as an extension of the Takoradi Port, enhancing the local fishing industry and supporting its economic viability. This facility comprises the Inner Fishing Harbour, the Canoe Basin, and the Outer Fishing Harbour, all of which are expertly managed to cater to diverse fishing activities. Strategically positioned approximately 25 kilometers west of Takoradi Port and in proximity to the Sekondi Naval Base, the harbour not only strengthens Ghana's fishing sector but also bolsters employment and supports local communities.

2.10.3 Informal Economy

Retail Business: The retail landscape of Sekondi-Takoradi is predominantly composed of informal traders. These traders are distributed throughout the city, offering a wide range of products and services. They are primarily concentrated along the main roads and enjoy substantial support from residents. The existing retail facilities can be categorized as follows:

- *Street vendors (hawkers):* These vendors carry goods in their hands or on their heads.
- *Vendors with minor facilities:* These traders use tables to display their goods.
- *Makeshift structures/sheds:* Often found on the sides of roads.
- *Lockable containers or prefabricated structures:* Used for secure storage and display.
- *Purpose-built retail buildings:* These can be single or double story, built individually, or arranged in a linear or clustered market format.

Mechanics and Local Artisans:

The Kokompe No. 1 and No. 2 areas host a significant number of mechanics and local artisans, including wood furnishers, welders, hairdressers, and barbers. Most of these artisans are middle-aged and have little to no formal education, serving primarily local customers from the Sekondi-Takoradi area. The Kokompe areas have access to social services such as electricity, pipe-borne water, toilet facilities, and waste collection, though these facilities require upgrades.

Market Activities:

There are two major markets in the Metropolis, including the Takoradi Central Market and Sekondi Market. Each market primarily serves its surrounding communities, with the Takoradi Central Market being the largest and most significant. The Takoradi Central Market was initially built to serve the workers involved in the construction of the Takoradi harbor. It was designed as the central trading hub for STMA. Its strategic location makes it the most accessible market in the Metropolis. Covering one square kilometer, it is the largest market in the Western Region in terms of size, number of traders, and sphere of influence. It lies at the heart of the Central Business District (CBD), surrounded by ancillary services such as banks and insurance companies. Currently, the market is undergoing reconstruction to better serve its commercial role. The Sekondi Market is the second most vibrant commercial center in the Metropolis, following the Takoradi Central Market. However, it is not in optimal condition, facing challenges such as weak physical structures, clogged drains, and inadequate space for traders. Efforts are needed to address these issues to improve the market's functionality and support the local economy.

2.11 Spatial Organization and Infrastructure

Infrastructure Road Network

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

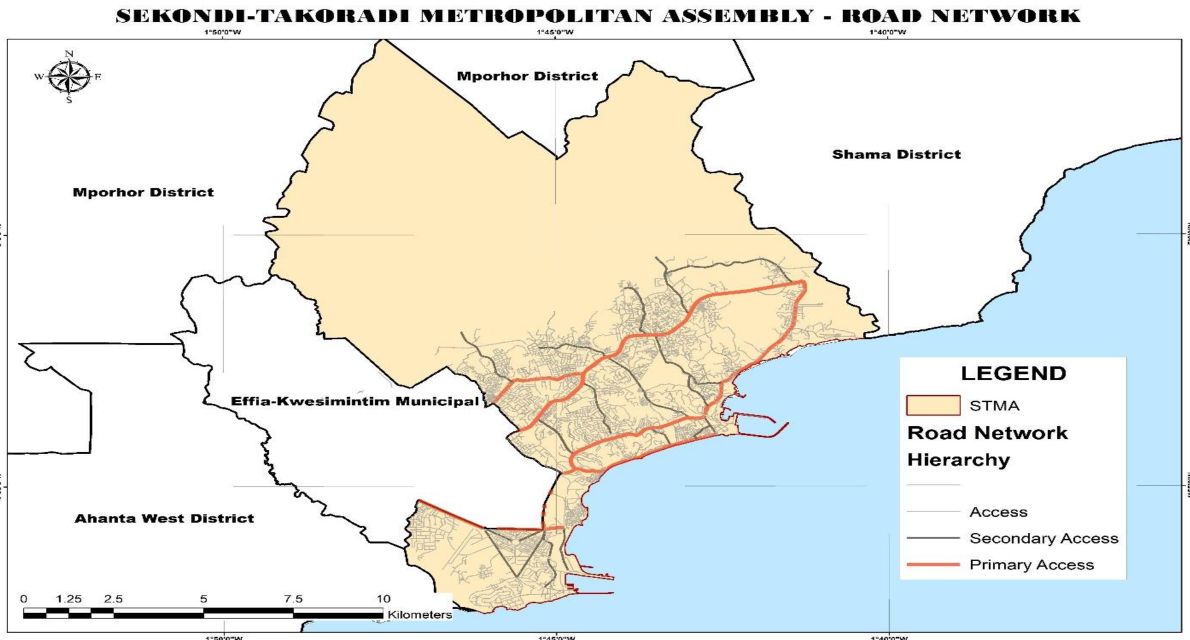
For most of the day, the arterial road network in Sekondi-Takoradi is congested. This situation, if left unchecked, could choke the Metropolis's transportation network and commercial activities to death and destroy its ecosystem with fuel emissions from vehicles.

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

The Ghana air force manages internal flights at the Takoradi airstrip. Rail transport lines from Takoradi to Kumasi exits and under rehabilitation. There is severe damage to the road surface due to the heavy traffic load (canalized surface routing);

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

Figure 2.14: Settlements and Built Environment



The metropolis practices the intensification method of land use. About 90% of the total land area is the built environment. This comprises residential buildings, offices, industries, markets, educational facilities, health facilities and many others. Most of the buildings are skyscrapers. This indicates that there is a high demand for land in the metropolis and the urgent need to make intensive use of the existing land. 10% of the land area in the metropolis is used for urban agriculture. This portion is located in the northern part of the metropolis.

The implication is that as there is a continual high demand for residential housing, hence the agricultural land is decreasing as people move to these areas to build housing facilities. Therefore, the land use pattern of the metropolis can be said to be an urban land use denying agriculture productivity leading to food insecurity

Forest Resources

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

Sanitation and Waste Management

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

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

Climate Change and Green Economy

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

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

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

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

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

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

Tourism

The Metropolis can boast of some tourism sites and the potential to develop these sites into major tourism destinations in Ghana. The sites/areas include: heritage: - Fort Orange-Sekondi, Old High Court Building-Sekondi, etc., and a rich festival such as the Kundum/Masquerading Festival. Water

Bodies/Beaches: - Whin River Estuary, Essei Lagoon/Wetlands and also beach sports: Boating, cruising along the coast. Additionally, conservation and Ecology: - Monkey Hill, ecotourism Site-Takoradi, Bird viewing/Monkey Walk-bay Botanical Garden. Developing

2.12 Hazards, Disaster, and Security

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

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

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

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

Overall, the development implication here is that, if care is not taken and the right measures are not put in place, disaster and hazard as well as security will distort all future planning that are put in place. We therefore have to plan taking into consideration the scarce and limited resources we have to plan with.

Table 18: Disaster Prone Areas in the Metropolis

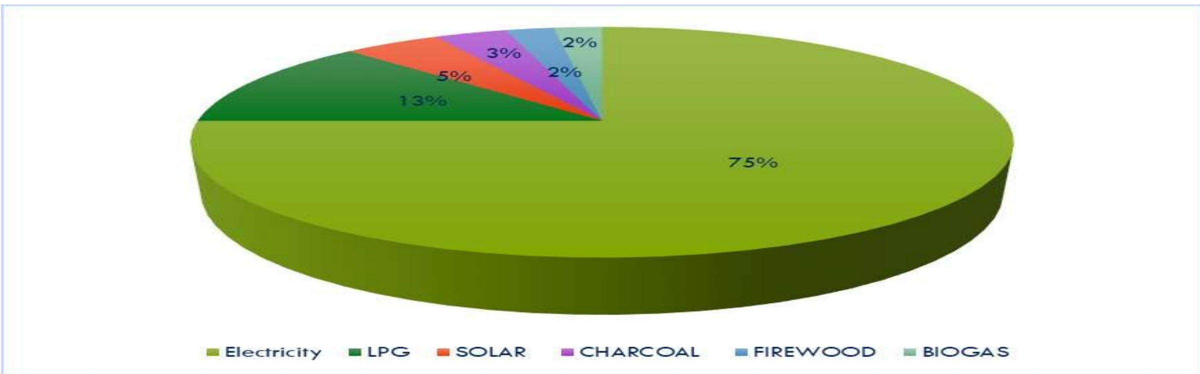
NO	ZONE	SPECIFIED AREAS
1.	Bu, Ketan, Adiembra Ridge	• Bakado around the mosque and Palm Kernel processing area. • Ketan low-cost house along the main road.
2.	Essaman	• Essaman low lying areas (Nketsiakrom around the park and Mansemankabi around Mankrado) • Ngyiamoabakam low lying area • South Kweikuma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

Source:

2.13 Energy

According to the STMA Sustainable Energy Access and Climate Action Plan (SEACAP), the energy consumption patterns in the Sekondi-Takoradi Metropolitan Area reflect a significant reliance on electricity, particularly from the national grid. In the energy mix for institutions (figure 3.4), a substantial 75% of institutions primarily use electricity, with a notable 92% being dependent on the national grid. Sectors such as transport, cocoa processing, and fishing, which do not directly utilize grid-based electricity, highlight areas where alternative energy sources could be impactful. The minor yet important utilization of LPG, solar, firewood, and biogas by these institutions underscores an opportunity for expanding renewable energy use to reduce greenhouse gas emissions and enhance air quality.

Figure 2.15: Type of Fuel used by institutions



Source: STMA SEACAP

Household energy consumption patterns exhibit a diverse range of fuel types. In the energy mix, electricity is the predominant energy source for 39.9% of households, followed closely by charcoal at 27.4%, and LPG at 23.2%. The heavy reliance on charcoal for cooking poses significant environmental concerns due to the associated deforestation and greenhouse gas emissions. While LPG usage is substantial, its relatively cleaner combustion compared to charcoal and firewood presents a healthier and more environmentally friendly alternative. The adverse implications of the use of charcoal (and the related production) within the region compel a critical and urgent need to promote, plan and implement cleaner cooking technologies and fuels to mitigate environmental and health impacts.

The widespread use of grid electricity, reported by 95.9% of household respondents, highlights the centrality of this energy source in daily life. However, the heavy reliance on grid electricity also underscores vulnerabilities related to energy supply and the potential benefits of diversifying energy sources. Similarly, the use of LPG for cooking by 65% of households reflects a high interest in cleaner energy sources. This disparity suggests an area for policy intervention to encourage greater adoption of LPG and other clean energy sources among institutional users.

2.13.1 Estimated Future Development Needs Projections

Population is one of the greatest inputs to all planning exercises. This is because it is both a consequence and determinant of development. Human resources and needs vary according to the size, composition and distribution of the population. It is for these reasons that the population projections for the planned period have been made to facilitate the calculation of services and facilities needed for the period.

The exponential method of calculating was adopted. It's widely used in demography, economics and planning since its more realistic when growth is steady.

The formula is defined as:

$P = P_0 * e^{rt}$

Where:

P = total population after time

P_0 = base year population

r = % population growth rate

t =projection period in years (time)

e = 2.718 is a constant (base of natural logarithms)

The model used was based on the following assumptions

- Population growth will remain constant
- Net migration will be zero
- Fertility will remain unchanged
- The age – sex structure will remain the same over planned period.

The outcome of the population projections for the plan period is shown below

2.14 Medium-Term Needs Assessment and Projections

A comprehensive evaluation of the anticipated requirements and future trends over the next five years is essential. The projections will focus on identifying key areas where demand is expected to grow, resources will be required, and potential challenges may arise. By analyzing data from relevant sectors, stakeholder feedback, and historical trends, we will develop a strategic framework to address these medium-term needs effectively. This approach will not only facilitate informed decision-making but also ensure that resources are allocated efficiently to meet the evolving demands of our community and organization.

2.14.1 Projected Population and Labor Force

Population is a major determinant in the provision and distribution of services and facilities, so that there will be a threshold population to sustain such services or facilities. Other considerations, like distances between facilities and communities, influence geographical access to facilities and equity in the distribution of services. Projections have been made for the major sub-sectors of the Metropolis namely health, education, water and sanitation.

Table 19: Age Categories and projected Population for Sekondi-Takoradi Metropolis

Ages	Takoradi Sub-Metro	Sekondi Sub-Metro	Essikado Sub-Metro	Total STMA
0-14	14,097	15,049	44,609	73,755
15-64	33,365	36,538	90,653	160,556
65+	2,603	3,185	5,283	11,071

Table 20: Projected Population of STMA

Year	2024	2025	2026	2027	2028	2029	2030
Population	269,701	278,331	287,238	296,429	305,915	315,704	325,807

The total population of the metropolis is currently 245,382, distributed across three main age categories. The number of children (0-14 years) is 73,755 (30.5%), the working-age population (15-64 years) comprises 160,556 (66.3%), and the elderly (65 years and above) account for 11,071 (4.6%). This indicates that the metropolis has a youthful population, predominantly comprising working-age individuals.

2.14.2 Healthcare and Social Protection

Although the elderly represent a smaller portion of the population (about 5%), their needs require attention. Investments in healthcare and social protection programs will be essential to support this demographic attention through healthcare services, pension support, and social protection programmes. The increasing life expectancy in the metropolis calls for the development of geriatric care facilities and elderly-friendly community services

Table 21: Health Facility Requirements

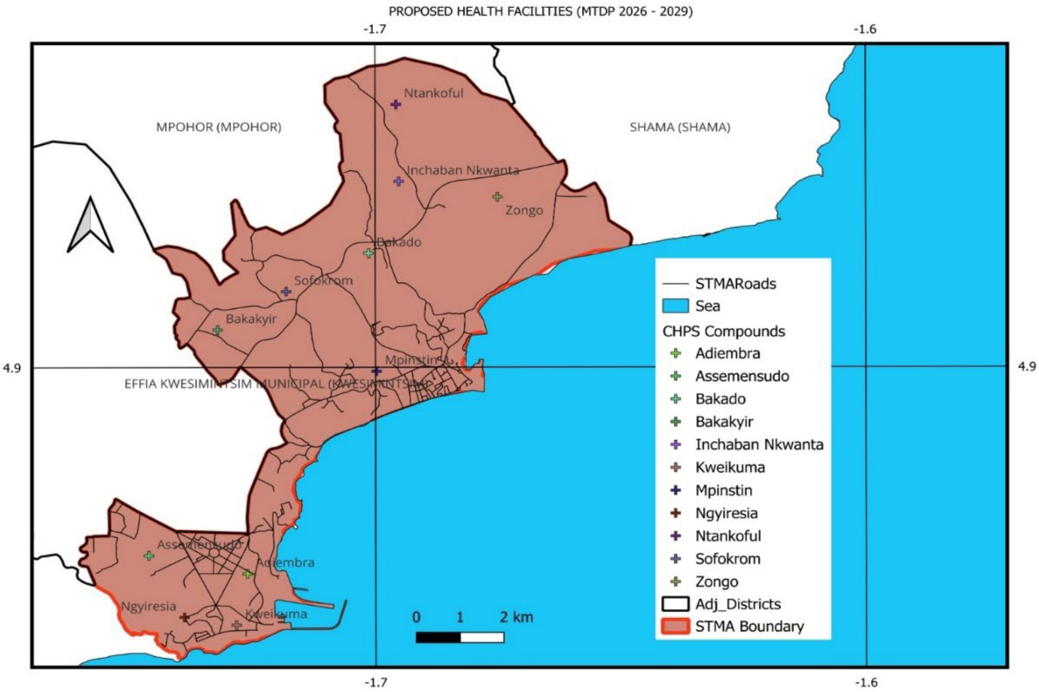
Year	Health Facility	Population	Existing	Required	Backlog
2026	Hospital	287,238	7	3	-
	Health center		5	14	9
	Clinics		23	24	1
	CHPS		27	57	30
	Maternity Home		2	6	4
2027	Hospital	296,429	7	3	-
	Health center		5	15	10
	Clinics		23	25	2
	CHPS		27	59	32
	Maternity Home		2	6	4
2028	Hospital	305,915	7	3	-
	Health center		5	15	10
	Clinics		23	26	3
	CHPS		27	61	34
	Maternity Home		2	6	4
2029	Hospital	315,704	7	3	-
	Health center		5	16	11
	Clinics		23	27	4
	CHPS		27	63	36
	Maternity Home		2	7	-5

Source: Metro Statistical Dept.

Sekondi-Takoradi boasts a sufficient number of hospitals, with a surplus of four hospitals over the course of recent years. However, the region is grappling with significant shortages in essential healthcare facilities, particularly Health Centers, Community-based Health Planning and Services (CHPS) compounds, and Maternity Homes. These deficiencies are becoming increasingly pronounced each year, primarily driven by the ongoing population growth in the area. As the population expands, the demand for accessible healthcare services rises, exacerbating the existing gaps in these vital health facilities. Addressing these shortages is crucial to ensuring that all residents have access to the necessary maternal and community health services.

Proposed Health Facilities.

Figure 2.16: A map Showing Health Facilities



Source: Development Planning Unit, 2025

2.14.3 Education and Youth Development

Table 22: Total number of students at the KG, Primary and the Junior High level for STMA

School Levels	Baseline 2025	Expected No of Pupils/ Students				Available number of schools	Required number of schools
		2026	2027	2028	2029		
KG (3-5 years)	15,200	15,504	15,814	16,130	16,453	83	
Primary (6-12)	35,097	35,097	36,515	37,245	37,245	91	
JHS (13-18 Years)	33,514	34,184	34,868	35,565	36,276	83	

Table 23: Required Educational Needs

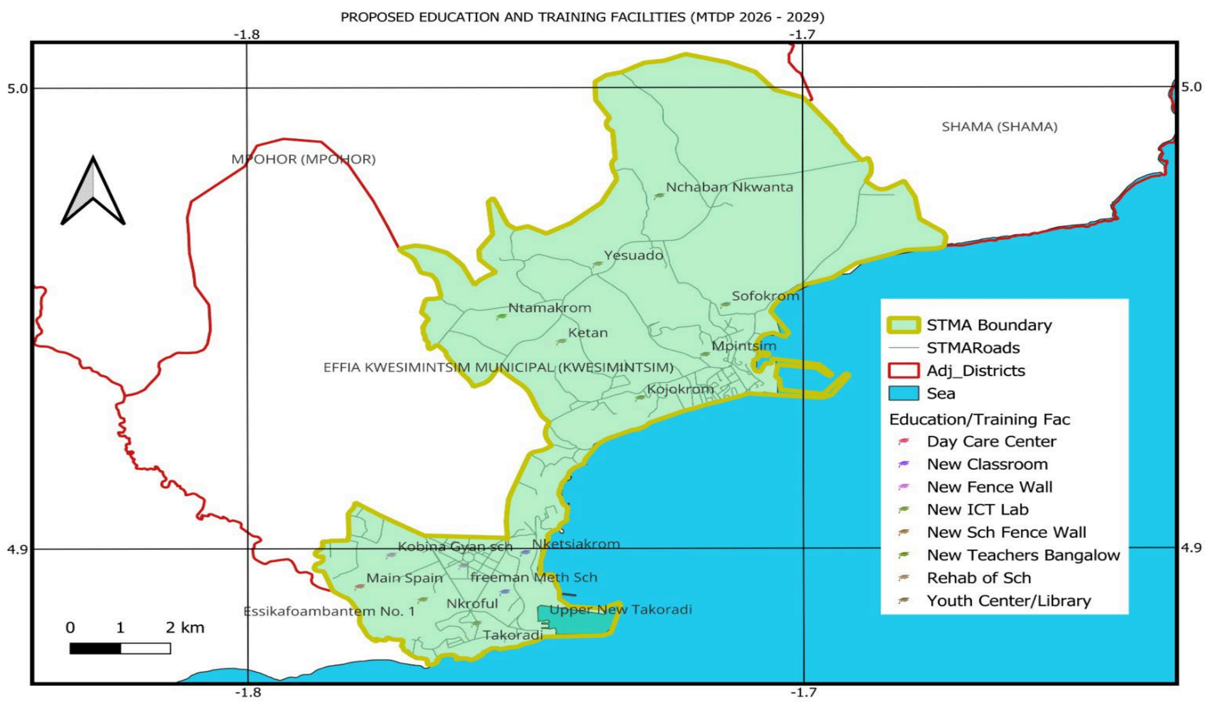
School Buildings	Available Facilities 2025	Additional classrooms required by 2026	Additional furniture needed by 2025
KG (2 Unit)	83	12	3,900 Hexagonal Desks
Primary (6 Unit)	91	7	2,520 Dual Desks
JHS (3 Unit)	83	4	3,00 Mono Desks

The following table outlines the expected number of students across different educational levels, from kindergarten (KG) to junior high school (JHS), for the years 2025 to 2029. It also indicates the current number of available schools and highlights the need for additional facilities to accommodate the growing student population. The continuous rise in student enrollment requires a careful evaluation and enhancement of existing school infrastructure. Below are details regarding available facilities as of 2025, the additional classrooms needed by 2026, and the necessary furniture for each educational level. To meet educational needs effectively, it is essential to implement a comprehensive plan focused on constructing new schools and expanding existing facilities to accommodate the projected increase in student enrollment. This plan should include assessing suitable locations and planning for the necessary amenities in new buildings.

As new schools are built or existing ones expanded, there will be a critical need for a significant recruitment drive to hire additional qualified teachers. This planning should focus not only on attracting new educators but also on retaining current staff through professional development and support programs.

Proposed Educational Facilities

Figure 2.17: A Map showing proposed Education and Training Facilities



Source: Development Planning Unit, 2025

With over 30% of the population being children, there is an increasing demand for early childhood education, basic schooling, qualified teachers, and suitable educational infrastructure. Investing in skills development, vocational training, and youth empowerment programs will be critical in preparing the young population for future employment.

2.14.4 Employment and Economic Growth

The large working-age population presents a significant opportunity for economic transformation. Expanding job creation, fostering entrepreneurship, enhancing Technical and Vocational Education and Training (TVET), and establishing digital innovation hubs will help absorb the labor force and reduce unemployment.

2.14.5 Urban Services and Infrastructure

The concentration of the population within the productive age places pressure on housing, water and sanitation, transportation, and other urban infrastructure. This underscores the need for investment in affordable housing schemes, improved public transport systems, and expanded sanitation Facilities to meet the demands of the growing population.

The age distribution of STMA reveals a youthful and workforce-dominated population structure. This provides both challenges and opportunities. The key challenge lies in addressing the growing demand for education, health, housing, and infrastructure. However, the opportunity exists to leverage the demographic dividend by creating an enabling environment for the working-age population to contribute effectively to economic growth.

2.14.6 Sanitation Services Improvement

Sanitation services in the target communities of the STMA are very challenged, with as many as 43.19% of households depending on public toilet facilities, which are often old, unhygienic and in a poor state of disrepair. The goal for sanitation is to improve the health status of the communities through promotion of safe sanitation access at the household and institutional level. This is a significant shift from communal facilities to promoting household toilets, in line with the national agenda.

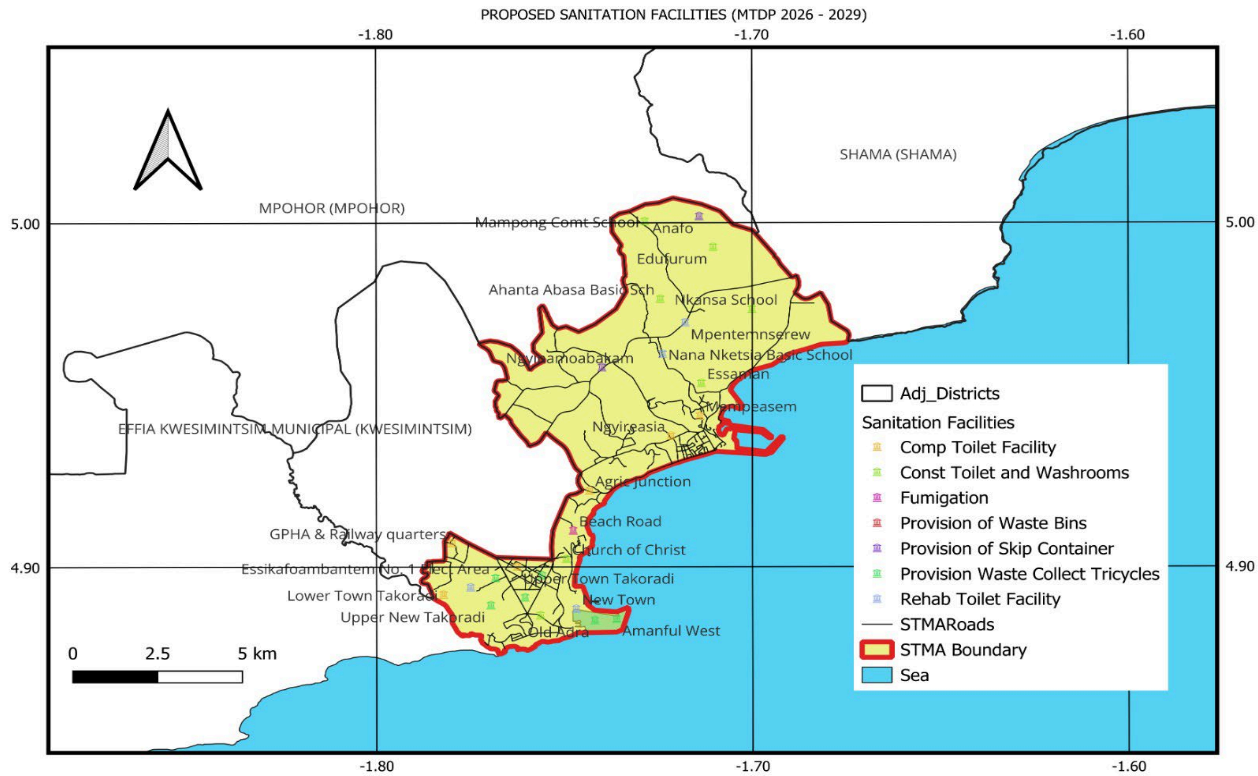
The long-term target for sanitation is to achieve 60% access to safely managed sanitation (toilets) at the household level by 2029. All health facilities have access to toilet facilities for patients (out-patient and in-patient) and staff. All learners and staff of pre-tertiary schools have access to toilet facilities in school. Reduce the practice of open defecation by 90%.

The medium-term target is to achieve 60% access to safely managed sanitation (toilets) at the household level by the end of 2029. All institutional toilet facilities are girl-friendly, disability-friendly and climate-responsive.

The strategic actions for achieving sanitation services improvements include:

- Household toilet promotion using a sanitation marketing approach
- Build capacity in the construction of appropriate and suitable household toilet technologies within STMA
- Construct household toilets using subsidy schemes to accelerate household toilet uptake
- Provide institutional toilets for all pre-tertiary education institutions and healthcare facilities in the low-income communities
- Pursue strategic partnerships with WASH NGOs and corporate institutions for resource mobilization for household and institutional WASH improvements
- Consistently prioritize household toilets and institutional latrines in the allocation of IGF
- Building capacity for WASH services planning, implementation and management
- Facilitate the preparation and use of sanitation safety plans in the low-income communities.

Figure 2.18: Sanitation Facilities



Source: Development Planning Unit, 2025

2.14.7 Water Services Improvements

Water supply services in the STMA face several challenges, primarily concerning the quality and frequency of water flow. The objective of improving water services is to expand access to safe water for households and institutions by focusing on proximity, reliability, affordability, and quality.

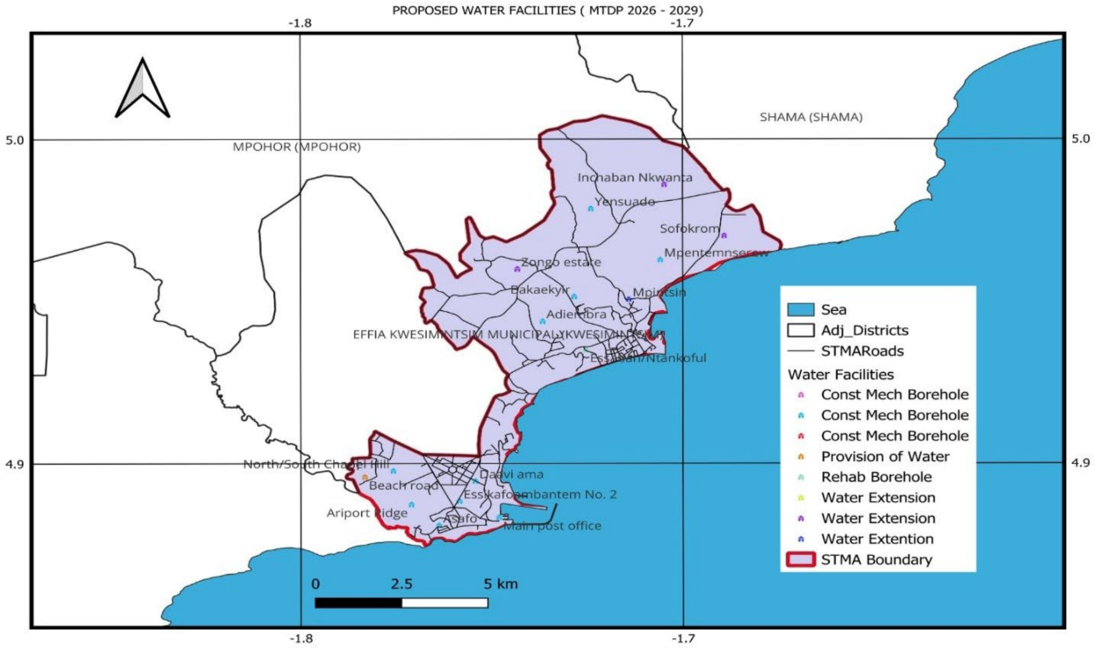
The long-term goals for enhancing water services include ensuring that all households have access to a safely managed water source, either through direct connections or through safely managed communal or private standpipes or boreholes. By 2029, at least 70% of households should have access to these house connections. Additionally, all health facilities and pre-tertiary educational institutions should have access to safe water on their premises.

In the medium term, the targets for water services improvements aim for 80% coverage of pre-tertiary educational institutions and health facilities by 2029. Furthermore, at least 90% of households should have access to safe water connections, whether through direct connections or through safely managed communal or private standpipes or boreholes.

The strategic actions for achieving sanitation services improvements include:

- Expand pipe networks in the low-income communities
- Institute a new connection subsidy scheme to facilitate households and institutional access to direct pipe connections in collaboration with GWL (LICSD)
- Conduct community mobilization and water user education in all communities
- Explore on-site sources (mechanized boreholes and point sources) in feasible areas
- Train and equip Environmental Health Assistants (EHAs) to conduct quarterly water quality monitoring at communal standpipes and vending points with hand-held devices
- Procure 10 hand-held devices for water quality monitoring
- Facilitate the preparation and implementation of water safety plans in the low-income communities

Figure 2.19: Water Facilities



Source: Development Planning Unit, 2025

2.15 Solid Waste Management Improvements

Effective solid waste management is one of the challenging areas for STMA Approximately 614 tons of solid waste is generated daily in the STMA out of which only 50% is collected and transported to the engineered landfill. The strategic goal for solid waste improvements is to promote clean communities by strengthening the solid waste value chain performance.

The long-term targets for solid waste improvements are that all communities have access to a service provider system; all households have adequate access to either a skip container or door-to-door service (informal or formal): all pre-tertiary educational institutions separate waste into two streams and are linked with off-taker. In the medium term, at least 40% of households separate waste into two streams and are linked with off-takers: 60% of public basic schools' separate waste into two streams and are linked with off-takers: manned central collection points for plastic waste set up in at least 10 communities.

The strategic actions for achieving solid waste management improvements are:

- Conduct feasibility study on door-to-door waste collection in the low-income urban communities.
- Introduce appropriate door-to-door (formal or informal) waste collaboration in the sections of the low-income communities where it is feasible in collaboration with the private sector (formal and informal).
- Procure and install 20 skip containers to make waste collection services convenient to users in areas where door-to-door is not feasible

- Sensitize communities on the effect of indiscriminate waste disposal
- Set up environmental clubs in pre-tertiary educational institutions
- Identify and facilitate the plastic waste recycling value chain

CHAPTER THREE

KEY DEVELOPMENT PRIORITIES

3.1 Introduction

This chapter seeks to outline the key development issues and addresses the problems that originated from the previous chapter. It presents the community needs and aspirations of the citizens of the metropolis as gathered during the needs assessment and which are harmonised with the development issues identified. The harmonised issues have been prioritized in accordance with the Medium-term National Development Policy Framework 2026-2029 provided by the National Development Planning Commission (NDPC).

3.2 Key Development Priorities

Development prioritization is the process of deciding which development problems and needs are most important and should be addressed first to achieve effective and sustainable development
In light of the key development issues identified through rigorous analysis, a thorough prioritization process was undertaken to guarantee that the limited resources available are deployed in the most effective and efficient manner possible to deal with the most pressing issues. The conduct of the SWOT analysis, impact analysis and compatibility analysis also led to the identification of sustainable prioritised issues. In order of priority under the various development, this prioritization not only focused on the immediate needs but also took into account the intricate relationships between the various issues highlighted in the situational analyses. The implications of these issues were assessed through the lenses of sustainability and gender equity, recognizing the extensive multiplier effects that addressing these concerns would have on the large segments of the population.

3.3 Prioritization Process

STMA's prioritization process stems from analyses of existing conditions, reviews of past performance, community consultations, and analytical tools to identify the most critical development issues. These issues were ranked based on their severity, potential economic impact, contribution to meeting basic human needs, and ability to support sustainable spatial development. The final priorities were structured according to the five thematic areas of the Medium-Term National Development Policy Framework (2026–2029), ensuring alignment with national goals and inclusive local development. The development issues outlined in Chapter Three, along with the needs identified through community assessments, were prioritized based on the application of pairwise ranking and a comprehensive evaluation that included the following key factors:

- **Severity and Diversity of the Problem**:

  This involved assessing the intensity and multidimensional nature of each issue. The likelihood that resolving a particular problem would significantly improve community well-being strongly influenced its priority level

- **Multiplier Effect on Economic Efficiency**:

  Emphasis was placed on identifying issues to stimulate economic activity, prioritizing initiatives that attract investors to foster job creation, increase household incomes, and promote overall economic growth.

- **Linkage to Meeting Basic Human Needs and Rights:**
  Addressing fundamental human needs was key in prioritizing development efforts. Issues connected to basic rights, like healthcare, education, and clean water, were prioritized to ensure benefits reach the most vulnerable groups.

- **Sustainable Spatial Development Effects:**

The prioritization process aimed to promote sustainable spatial development by aligning with objectives for sustainable growth in key areas. This ensures that development initiatives are both economically viable and environmentally sustainable.

The prioritization was based on five thematic areas outlined in the Medium-Term National Development Policy Framework 2026-2029, addressing specific challenges while promoting balanced and inclusive development goals.

- Economic Development
- Social development
- Environment and Human Settlement Development
- Governance, & Institutional Development
- International Relations

Table 24: A List of the Prioritized Development Issues

Development Dimension	Prioritised Development Issues
Economic Development	Inadequate Revenue Mobilization
	Insufficient land for medium and large-scale industrial development
	Poor tourist Infrastructural development
	High cost of pre-mix fuel due to smuggling
	Limited access to start-up capital and productive resources

Social Development	Inadequate educational infrastructure
	Inadequate health infrastructure
	Inadequate water supply
	Inadequate Households Toilets leading to Open defecation
	High rate of Drug and Alcohol abuse among the youth
	Limited coverage of Livelihood empowerment against Poverty
	Low participation of non-formal education
	Inadequate recreational/sports infrastructure and equipment
	Limited awareness on child right protection
Environment and Human Settlement Development	Poor road networks conditions Poor Drainage System/Storm Drains Inadequate domestic climate finance mechanism
Governance and Institutional Development	Inadequate police visibility and security
International Relations	Inadequate diaspora / sister city engagement and collaboration

CHAPTER FOUR
DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES

4.1 Introduction

The chapter also outlines the goals, policy objectives and strategies based on the sustainable prioritised development issues. These objectives were subsequently subjected to Strategic Environmental Assessment (SEA) using the Compound Matrix and Sustainability Test to determine their sustainability. The analysis was aimed at outlining sustainable objectives with enhanced environmental conditions.

4.2 Goals, Objectives and Strategies For 2026 - 2029

Following the development of projections, the development goals and objectives for 2026 – 2029 were formulated based on the Metropolis sustainable prioritized development issues *(See Table 2.1)*. To achieve the objectives, strategies were also formulated to deal with the sustainable prioritized issues. However, to ensure that strategic environmental and sustainability concerns are adequately catered for and incorporated in the implementation of the DMTDP, the policy objectives were subjected to strategic environmental assessment (SEA) using the Compound Matrix and Sustainability Test respectively.

4.2.1 Compound matrix (Poverty - Environmental Dimension) Analysis

The compound matrix was used principally to evaluate each of the objectives set for the medium term against a set of poverty-environment dimensions/ criteria, which serve as indicators of the conditions affecting poverty. These criteria are related to livelihood, health, vulnerability and institutional constraints. The analysis aimed to identify whether or not the achievement of the adopted objective is likely to alleviate the conditions of poverty, resulting in a negative effect or be largely neutral. The results of the analysis were as follows;

(a) Livelihood

The analysis revealed that among the objectives adopted under the economic development dimension, the objective to improve production efficiency and yield likely to result in a negative effect on the conditions to ensure access to land and timber resources. In that regard, the objective to promote a sustainable, spatially integrated, balanced and orderly development of human settlements was adopted to minimize the likely effect.

The analysis also revealed that the objective to enhance sports and recreational infrastructure among the adopted objectives under the social development dimension was likely to affect people's access to land and the protection of non-timber forest products in the Municipality. It, therefore, suggests the effect of the object on the livelihood conditions is likely to be negative.

(b) Health

The evaluation of the adopted objectives against the conditions of poverty revealed that the objective to improve access to and reliable environmental sanitation services was the only objective likely to harm the health condition of the poverty-environment dimension. The implementation of the strategies under the objective is likely to affect water quality and sanitation in the Municipality.

(c) Vulnerability and Institutional Conditions

The compound matrix analysis revealed that all the adopted objectives under the development dimensions are likely to have a positive effect on the vulnerability and institutional conditions of the poverty-environment dimensions. A record sheet was prepared on each objective to record the basic issues that were identified in the process as likely to harm the alleviation of the conditions of poverty. Detailed analysis is captured in the Strategic Environmental Assessment (SEA) Report on the 2022-2025 DMTDP.

4.3 Sustainability Test

For each of the adopted objectives considered sustainable through the compound matrix analysis, their corresponding strategies were also subjected to Strategic Environmental Assessment using the sustainability test tool. This tool gave a visual quantitative measure of the extent to which the adopted strategies are capable of providing sustainable growth and development.

Each adopted strategy was assessed against a set of criteria based on measures to minimize environmental degradation, reduce poverty, enhance the quality of life, improve social and cultural assets and create better economic conditions. A score of 1 to 5 as depicted in Table 4.4 was used to assess the performance of each strategy concerning the criteria.

Table 25: Scale of Sustainability Test

Scale:	**0**	**1**	**2**	**3**	**4**	**5**
Effects:	Not Relevant	Works **strongly against** the aim	Works **against** the aim	On balance has **neutral** effects on the aim	**Supports** the aim	**Strongly supports** the aim
Color:	Black	Deep Red	Light Red	Yellow	Light Green	Deep Green

Source: EPA – GHANA, 2024

(a) Effects on Natural Resources

The sustainability test on all the strategies revealed that strategies to develop modern markets and retail infrastructure in every district to enhance domestic trade, expand and equip health facilities, expand educational infrastructure and facilities at all levels and develop and maintain sports and recreational infrastructure among others are likely to have a negative effect on natural resources conditions. These strategies involve the provision of physical infrastructure and as a result, are likely to affect particularly land take and scenic beauty/ aesthetic conditions of the natural resources criteria. Planting of trees and the inclusion of landscaping in the design and implementation of constructional projects have been adopted as mitigating measures to the effects of these strategies.

The application of the compound matrix and the sustainability test tool resulted in the identification and outline of sustainable adopted policies objectives and strategies with enhanced environmental conditions in the Municipality. Table 3.7 presents the prioritized issues, the adopted goals, the adopted objectives and their corresponding strategies.

Table 26: Development Goals, Objectives and Strategies Matrix

PRIORITIZED ISSUE	*GOALS*	*OBJECTIVES*	*ALIGNED NATIONAL OBJECTIVES*	*STRATEGIES*	**Development Programme**
DIMENSION:	**ECONOMIC DEVELOPMENT**				
Inadequate Revenue Mobilization	Boost the Assembly's ability to raise funds and ensure financial stability to help with local development.	Ensure improved IGF performance and sustainability by 2029	Strengthen fiscal decentralization	Enhance revenue mobilization with RIAP Develop and implement a local IGF Policy (SDG Targets 17.1, 17.3)	Revenue mobilization improvement programme
Insufficient land for medium and large-scale industrial development .	Support industrial growth by making land, financing, and infrastructure more accessible for medium and large businesses.	Pursue strategic local industrial development initiatives by 2028	Boost Local production through improved access to quality raw materials	Facilitate access to the dedicated Free Zone land for the establishment of multi-purpose industrial parks, sector-specific industrials SDG Target 9.2)	Industrial Transformation and Strategic Local Industrial Development Programme
High cost of pre-mix fuel due to illegal smuggling	Promote sustainable fisheries and aquaculture development for food security, jobs, and income generation	Sustainably manage fishery resources in order to ensure their long-term viability and maintain ecological balance by 2029	Ensure sustainable development and management of fisheries resources Promote sustainable development and management of aquaculture	Facilitate the implementation of the Aquaculture for Food and Jobs Programme (SDG Targets	Fisheries and Aquaculture Development Programme
Poor tourist Infrastructural development	Develop tourism and creative industries as engines of local economic growth and cultural heritage preservation	To Develop and expand the tourism industry for economic development by 2028 for economic development	Diversify and expand the tourism industry	Develop an urban cultural park (craft village) and promote local tourism (SDG Target 8.9) Facilitate the development of Beach Front in Sekondi and Takoradi Facilitate the development of Sekondi as a heritage site	Tourism and Creative Arts Development Programme
DIMENSION	SOCIAL DEVELOPMENT				

Inadequate educational infrastructure	Ensure inclusive, equitable, and quality education and training opportunities for all.	To Promote the development and expansion of educational infrastructure by 2029 to improve access by school children	Enhance equitable access to and participation in quality education at all levels in the Metropolis by 2029	Expand infrastructure and facilities at all levels (SDG Target 4.a, 4.c).	Education Access, Equity, and Quality Improvement Programme
Inadequate health infrastructure	Improve access to quality health care and reduce the burden of diseases through prevention, treatment, and health promotion	Strengthen healthcare management system by the end of 2029 for healthy communities	Provide adequate health infrastructure and institute functional health logistics	Strengthening district and sub-district health systems as the bedrock of the national primary healthcare strategy (SDG Targets 3.8, 16.6)	Health Systems Strengthening and Disease Control Programme
High rate of Drug and Alcohol abuse among the youth	Promote prevention and control of substance abuse through increased public education, counseling, and community support systems to reduce drug and alcohol misuse.	To Improve access to quality health care and reduce the burden of diseases through prevention, treatment, and health promotion by the end of 2028	Reduce non-communicable diseases	Increase health promotion to reduce accessibility and exposure especially among vulnerable groups i.e., children, youth, poor, etc. (SDG Targets i.4, 3.5)	Public education on drug abuse and its danger programme
Inadequate water supply	Ensure reliable access to safe water by rehabilitation of existing facilities.	To Provide safe, reliable, and sustainable access to water by investing in water infrastructure by 2029.	Improve access to safe, reliable and sustainable water supply services for all	Develop and implement Metro Water and Sanitation Plans (MWSPs) (SDG Targets 6.1, 16.6).	Water and Environmental Sanitation Improvement Programme

Inadequate Households Toilets leading to Open defecation Free	Improve public health and environmental sanitation by making safe and clean toilet facilities more accessible.	Enhance hygiene and sanitation in Ahanta Abaasa through a new toilet facility by 2027	Improve access to sustainable environmental sanitation services	Enforce the Assembly's bye-laws on sanitation to ensure every house own a toilet (SDG Targets 6.1, 6.2)	Household toilet Promotion programme
Limited awareness on child right protection	Promote child rights, protection, and development through effective social support systems	To Ensure that children's rights and welfare are protected with dignity by 2028	Promote the rights and welfare of children	Expand community engagements and behavioral change campaigns to promote positive parenting attitudes and practices among parents and caregiver	Child Protection and Development Programme
Limited access to start-up capital and productive resources	To promote women's economic empowerment and participation in agriculture by improving access to productive resources, land, and leadership opportunities	Enhance women's access to agricultural land and inputs for improved livelihood by the end of 2029	Promote economic empowerment of women	Facilitate women-owned business access to credit.	Gender Equality and Women Empowerment Programme
Inadequate recreational/sports infrastructure and equipment	Improve and expand inclusive sports and recreational facilities for all, including PWDs	Promote sports and youth development by rehabilitating the football park by the end of 2027	Improve sports and recreational infrastructure for all	Develop and maintain para-sports and disability friendly recreational infrastructure (SDG Target 9.1 Promote partnerships with the private sector in the development of sports and recreational infrastructure (SDG Target 17.17)	Sports and Recreational Development Programme
Low participation in non-formal education	Empower the youth to participate actively in socio-economic development and innovation	To promote youth participation in local development by expanding opportunities in arts, crafts, and	Promote effective participation of the youth in socio-economic development	Build the capacity and support the youth to participate in modern and climate-smart agriculture (SDG Target 8.6)	Youth Empowerment and Creative Industry Development Programme

		creative industries by the end of 2029			
Limited coverage of Livelihood empowerment against Poverty.	Strengthen and expand social protection systems for vulnerable populations.	To Strengthen social protection for the vulnerable to improved their standard of living by 2029	Eradicate poverty and address vulnerability to poverty in all forms and dimensions	Strengthen coordination among implementers of social protection programmes	Social Protection and Vulnerability Reduction Programme
DIMENSION: ENVIRONMENT AND HUMAN SETTLEMENT DEVELOPMENT					
Inadequate domestic climate finance mechanism	Enhance climate change resilience and adaptation capacity in all sectors of the metropolis	Enhance institutional capacity and coordination for effective climate change action by 2028 to enhance resilience	Enhance climate change resilience	Accelerate the implementation of the National Adaptation Plan (NAP) Programme (SDG Targets 13.1, 13.2, 13.3) (AU Target A1 G7 P4 T2).	Climate Variability and Change Programme
Poor road networks conditions.	Improve and expand efficient, safe, and sustainable transport infrastructure and services	Enhance safety and security for all categories of road users by the end of 2029 planned period	Improve efficiency and effectiveness of road transport infrastructure and services	Expand and maintain road transport infrastructure (SDG Target 9.1, 11.2) (AU Target A2 G10 P1 T1 & 2) activities	Transport and Road Development Programme
Poor Drainage System/Storm Drains	Strengthen flood control and drainage systems to reduce disaster risks.	To Improve local resilience to hydrological threats through critical analysis by the end		Ensure the construction of storm drains in flood-prone areas (SDG Targets 9.a, 11.3)	Drainage and flood control Prevention Programme

		of 2029			
DIMENSION:	**GOVERNANCE** AND INSTITUTIONAL DEVELOPMENT				
Inadequate police visibility and security	Improve public safety through increase collaboration of the security institution	To strengthen the security of the of the citizenry by the end of 2028 for	Enhance public safety and security	Strengthen community policing and trust in law enforcement	Peacebuilding, Community Safety & Police-Community Partnerships Programme
DIMENSION:	**I**NTERNATIONAL RELATIONS				
Limited Diaspora/sister city engagement and participation in national development (Sister city engagement)	Promote inclusive diaspora engagement to harness skills, resources, and networks for national development.	1.To enhance diaspora/sister city engagement and strengthen their contribution to national and local development by the end of the planned period 2029. 2.Improved partnerships, investment opportunities, and knowledge transfer mechanisms for improved collaboration by the end of 2029	Leverage the Ghanaian Diaspora for Economic, Political and Cultural development	Create conducive environment for the return and reintegration of Ghanaian migrants into society (SDG Targets 16.9, 16.b; AU A7-G19 P1-	Diaspora/Sister city Engagement and Development Cooperation Programme

1.4 Spatial Development Framework of the Metropolis

In preparing the Medium-Term Development Plan (MTDP) for the years 2026-2029, the Metropolitan Assembly developed a comprehensive Spatial Development Framework (SDF). This framework serves as a strategic blueprint, illustrating the municipality's desired spatial future and guiding urban planning and development initiatives.

The SDF articulates an inspiring vision aimed at fostering investment opportunities within the Sekondi-Takoradi Metropolis, positioning the municipality as a vital center for economic growth and development in West Africa. By outlining strategic priorities, the framework seeks to create a conducive environment for both local and foreign investors.

Moreover, the Spatial Development Framework emphasizes the importance of environmental, cultural, and landscape preservation. It strives to balance development needs with the protection of the municipality's unique natural and cultural assets. Through careful planning and community engagement, the SDF aims to enhance the quality of life for residents while promoting sustainable development practices within the region.

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

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

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

4.2.2 Local Economic Development

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

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

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

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

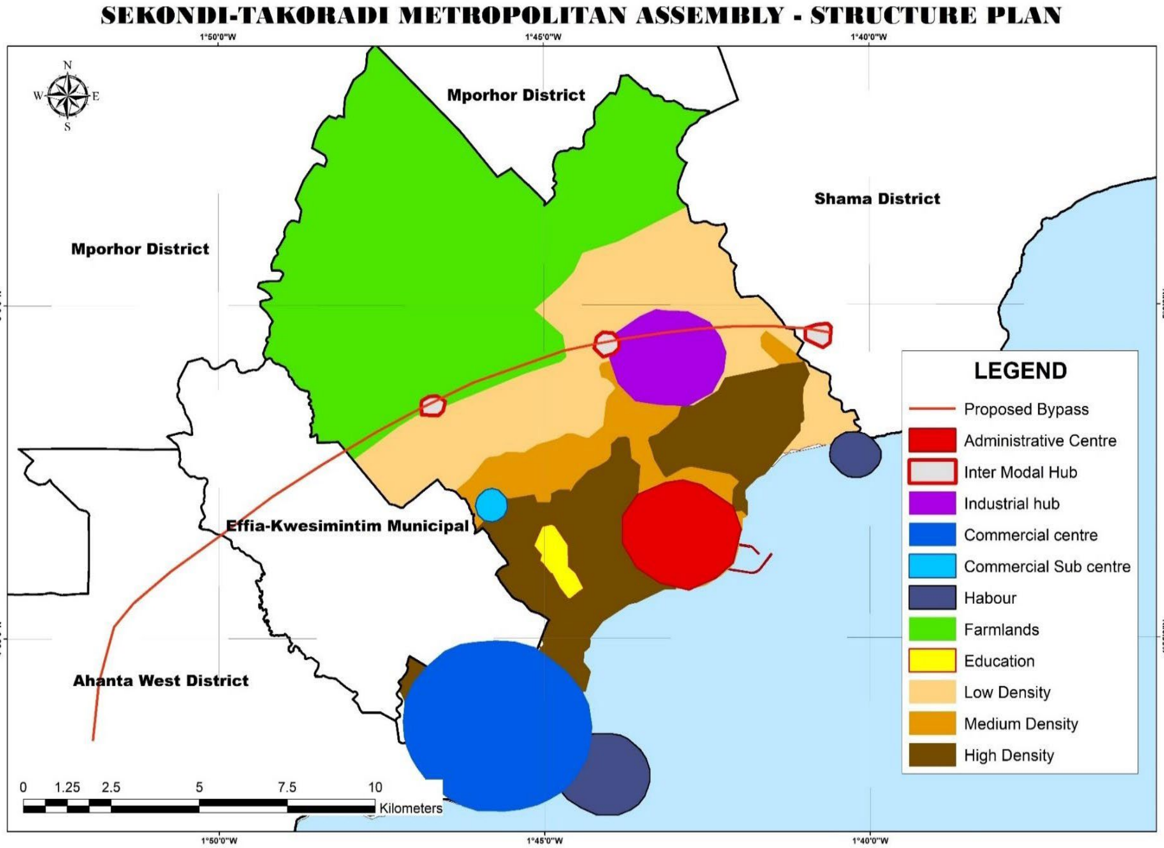
Economic Development and Support –STMA will partner with key sectors such as tourism, agriculture, agro-processing furniture, craft development, education through jointly managed action-research projects that identify value-chain investment opportunities and support needs within these industries.

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

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

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

Figure 4.1: STMA Structure Plan


SEKONDI-TAKORADI METROPOLITAN ASSEMBLY - STRUCTURE PLAN
Mporhor District
Shama District
Mporhor District
Effia-Kwesimintim Municipal
Ahanta West District
LEGEND
Proposed Bypass
Administrative Centre
Inter Modal Hub
Industrial hub
Commercial centre
Commercial Sub centre
Habour
Farmlands
Education
Low Density
Medium Density
High Density
0 1.25 2.5 5 7.5 10
Kilometers

4.5 Developing Sekondi as Heritage Site

Current Conditions of the Heritage Buildings at European Town

Sekondi has a number of colonial buildings overlooking the Atlantic Ocean at a suburb called “European Town”

- The Assembly intends to preserve these structures for architectural and historic interests.

- The Assembly is looking for interested partners to modify these structures for commercial and residential reuse [i.e. bank, restaurant, private, offices, etc.].

Figure 4.2: Reconstruction of Sekondi Market

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

Figure 4.3: Developing a Transit Terminal for Haulage Trucks

- There are over 2,000 haulage trucks that transport

goods to and from the Metropolis due to the Port and emerging oil and gas industry.

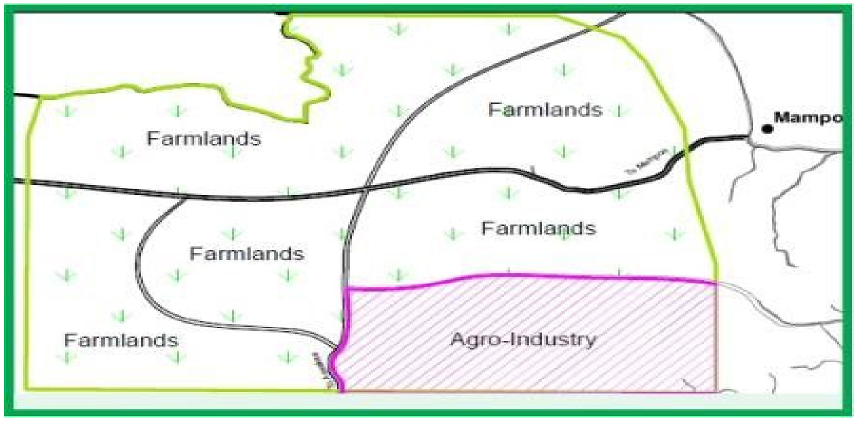
- Currently, there is no designated place for these haulage trucks to park before or after discharging their cargos. This situation compels the haulage trucks to park along major roads within the Metropolis causing lots of traffic congestion, chaos and loss of productive hours.
- The Assembly intends to construct an Ultra- Modern Transit Terminal for Haulage Trucks for 1,500 haulage trucks.

Figure 4.4: Developing Eshiem Free Zone Industrial Enclave

- Government of Ghana intends to establish at least One Multi-Purpose (for two or more sectors) Industrial Park in each of the sixteen Regions of Ghana.

Figure 4.5: Developing the Agro-Industrial

- The Metropolis has vast, fertile, litigation-free lands for the Agriculture Industry.
- Interested partners are welcome to take advantage



CHAPTER FIVE

COMPOSITE DEVELOPMENT PROGRAMMES

1.1 Introduction

To achieve the development goals, the composite development programmes for 2026 - 2029 have been outlined in this chapter. To effectively implement the projects, programmes, and activities in the plan, a detailed financial plan has also been outlined in this chapter. The Chapter thus discusses the development programmes linked to the programme-based budgeting covering all the goals and outlines indicative financial plan for the implementation of the MTDP.

1.2 Development Programmes of Action

A comprehensive Programme of Action (POA) has been developed for the next four years, addressing the specific issues identified in each development dimension. This plan includes indicators, timelines, estimated budgets, and the responsible departments for implementation. It prioritizes the needs of the communities and sub-districts.

Table 27: Programme of Action

DIMENSION: Economic Development												
Development Programme	**Time Frame**				**Cost**				**Programme Status**		**Implementation Institution**	
	1	**2**	**3**	**4**	**GOG**	**DACF**	**IGF**	**OTHERS**	**New**	**On-going**	**Lead**	**Collab.**
Revenue mobilization improvement programme					0.00	740,000.00	1,290,000.00	10,000.00			Budget And Rating Department	Finance, Statistics
Industrial Transformation and Strategic Local Industrial Development Programme					3,500,000.00	6,872,000.00	2,890,666.68	3,198,256,176.00			Business Advisory, Department of Agriculture	Public Relation Officer, GEA Gender, NGO, YEA,
Fisheries and Aquaculture Development Programme					2,000,000.00	5,000.00	1,358,600.00	0.00			Depart. of Agriculture	Bosomtwi Sam Fishing Habour Authority
Tourism and Creative Arts Development Programme					0.00	1,500,000.00	1,360,000.00	24,000,000.00			Public Relation Office	Traditional Council, Media
DIMENSION: SOCIAL DEVELOPMENT												
Education Access, Equity, and Quality Improvement Programme					9,609,200.00	21,148,000.00	302,180,000.00	410,528,181.00			Metro Education Directorate	Ghana Education Service/PTA
Health Systems Strengthening and Disease Control Programme					2,000,000.00	18,000,000.00	2,000,000.00	238,800,000.00			Metro Health Directorate	EHU
Public education on drug abuse and its danger programme					**0.00**	29,428,933.32	29,365,893.32	407,351,593.00			Metro Health Directorate	EHU
Water and Environmental Sanitation Improvement Programme					**0.00**	14,601,200.00	7,568,800.00	1,020.00			Metro Environmental Health Unit	GWCL
Household toilet Promotion programme					**0.00**	5,760,000.00	3,200,000.00	202,560,000.00			Metro Water and Sanitation Division	EHU

DIMENSION: Economic Development												
Development Programme	**Time Frame**				**Cost**				**Programme Status**		**Implementation Institution**	
	1	**2**	**3**	**4**	**GOG**	**DACF**	**IGF**	**OTHERS**	**New**	**On-going**	**Lead**	**Collab.**
Child Protection and Development Programme					**0.00**	236,000.00	2,000,000.00	216,000.00			SW&CD	DOVVSU
Gender Equality and Women Empowerment Programme					**0.00**	400,000.00	200,000.00	80,000.00			SW&CD	Gender Desk Officer
Sports and Recreational Development Programme					**0.00**	350,000.00	0.00	122,000.00			Gender Desk Officer	YEA/GEA
Youth Empowerment and Creative Industry Development Programme					350,070,000.00	3,400,000.00	6,600,000.00	551,850,000.00			YEA	BAC
Social Protection and Vulnerability Reduction Programme					0.00	250,000.00	25,000.00	100,000.00			SW&CD	DOVVSU
DIMENSION: ENVIRONMENT AND HUMAN SETTLEMENT DEVELOPMENT												
Climate Variability and Change Programme					0.00	4,400,000.00	0.00	200,000.00			Planning Unit	EHU, MWD
Transport and Road Development Programme					55,000,000.00	250,000.00	0.00	0.00			MURD	DoT
Drainage and flood control Prevention Programme					740,000.00	11,200,000.00	6,980,000.00	1,590,000,000.00			Urban Roads, Department of Transport	NADMO
DIMENSION: GOVERNANCE AND INSTITUTIONAL DEVELOPMENT												
Peace building, Community Safety & Police-Community Partnerships Programme					225,500.00	150,000.00	100,000.00	0.00			MESEC	RESEC, PRO
DIMENSION: INTERNATIONAL RELATIONS												
Diaspora/sister city Engagement and Development Cooperation Programme					0.00	100,000.00	0.00	600,000.00			Planning Unit/TCSPP	EU, Dusseldorf,YCAF

5.3 Assumptions and Methodologies used for Costing

The costing of the 2026–2029 Medium-Term Development Plan was based on the (NDPC, 2024) costing guideline and the Ministry of finance *Costing Guidelines for Ministries, Departments and Agencies* (NDPC & MoF, 2018).

The purpose is to ensure that estimated costs are realistic, comparable, and aligned with fiscal ceilings set under the Medium-Term Expenditure Framework (MTEF). The costing of programmes and projects has been matched against available and potential financial resources from the Government of Ghana (GoG), Internally Generated Funds (IGF), Development Partner Support (DPs), and Public-Private Partnerships (PPPs). This approach ensures that the MTDP remains realistic, implementable, and consistent with the Medium-Term Expenditure Framework (MTEF) and national fiscal policy. The costing assumption and methodological steps applied in line with NDPC and MoF guidelines is shown in table 27 and 28.

Table 28: Costing Assumptions

CATEGORY	ASSUMPTIONS APPLIED (2026–2029)
Macroeconomic Framework	Inflation projected at 10–12% per annum; exchange rate depreciation assumed at 5–8% annually: resource envelopes and indicative ceilings guided by MoF.
Labour and Compensation	Regular staff emoluments excluded (covered under GoG recurrent budget). Only additional staff or temporary personnel required for project delivery were costed.
Goods and Services	Unit rates guided by the Public Procurement Authority (PPA) Average Price Database and local market surveys for unavailable items.
Infrastructure and Capital Works	Estimated using the PPA Construction Cost Reference and Ministry of Works and Housing schedules. Consultancy and design services costed using the approved scale of fees
Maintenance and Operations	Annual maintenance contracts are estimated at 5–10% of the capital cost of related assets. Costs adjusted for inflation over the plan period
Funding Sources	IGF, GoG, Development Partners (DPs), and PPP arrangements were considered based on historical inflows and indicative ceilings.
Inflationary Adjustments	All cost items were projected with an annual escalation of 10% for inflation and 5% for exchange rate risks.
Project Duration and Phasing	Multi-year projects were phased appropriately over the four years to ensure budget realism and sustainability.

Table 5.3: Costing Methodology

STEP 1	DESCRIPTION OF ACTIVITY
Step 1	Defined objectives, scope, and implementation strategy in line with MTNDPF and local priorities.
Step 2	Identified development programmes, and related projects/operations
Step 3	Determined expected outputs, outcomes, and performance indicators for each intervention using logical frameworks (log frames).
Step 4	Identified cost objects (goods, services, infrastructure, etc.) and cost drivers influencing expenditure.

Step 5	Selected a suitable costing method: historical expenditure analysis, market survey, or standard rate benchmarking.
Step 6	Classified costs into recurrent (operational) and capital (infrastructure/equipment).
Step 7	Aggregated and allocated costs proportionally to expected outputs and outcomes.
Step 8	Validated estimates using historical expenditure data (2022–2025) and compared with similar interventions.
Step 9	Applied risk adjustment for inflation, delays, and exchange rate fluctuations.
Step 10	Developed a monitoring and evaluation (M&E) cost-tracking framework to ensure expenditure remains within budget ceilings.

5.4 Programme Financing

Table 29: Programme Financing

DIMENSION: ECONOMIC DEVELOPMENT								
Development Programme	Programme Cost (A)	Expected Revenue and Source of Funding					TOTAL (B)	GAP (C) =B-A
		GoG	IGF	DACF	DACF-RFG	OTHERS		
Revenue mobilization improvement programme	2,040,000.00		1,290,000.00	740,000.00	0.00	10,000.00	2,040,000.00	0.00
Industrial Transformation and Strategic Local Industrial Development Programme	3,211,518,842.68	3,500,000.00	2,890,000.00	6,872,000.00	0.00	1,500,000.,000.00	1,513,262,000.00	(1,698,256,842.68)
Fisheries and Aquaculture Development Programme	8,358,600.00	2,000,000.00	1,358,600.00	10,000.00	0.00	1,000,000.00	4,368,600.00	(3,990,000.00)
Tourism and Creative Arts Development Programme	26,860,000.00	0.00	1,360,000.00	0.00	0.00	24,000,000.00	25,360,000.00	(1,500,000.00)
DIMENSION: SOCIAL DEVELOPMENT								
Education Access, Equity, and Quality Improvement Programme	743,465,381.00	9,609,200.00	102,180,000.00	21,148,000.00	2,000,000.00	410,528,181.00	743,465,381.00	0.00
Health Systems Strengthening and Disease Control Programme	260,800,000.00	2,000,000.00	500,000.00	18,000,000.00	1,500,000.00	238,800,000.00	260,800,000.00	0.00
Public education on drug abuse and its danger programme	466,146,419.64	0.00	29,365,893.32	29,428,933.32	0.00	407,351,593	466,146,419.64	0.00
Water and Environmental Sanitation Improvement Programme	22,171,020.00	0.00	7,568,800.00	7,601,200.00	7,000,000.00	1,020.00	22,171,020.00	0.00
Household toilet Promotion programme	211,520,000.00	0.00	3,200,000.00	5,760,000.00	0.00	202,560,000.00	211,520,000.00	0.00

Child Protection and Development Programme	2,452,000.00	0.00	2,000,000.00	236,000.00	0.00	216,000.00	2,452,000.00	0.00
Gender Equality and Women Empowerment Programme	680,000.00	0.00	200,000.00	400,000.00	0.00	80,000.00	680,000.00	0.00
Sports and Recreational Development Programme	472,000.00	0.00	400,000.00	0.00	0.00	72,000.00	472,000.00	0.00
Youth Empowerment and Creative Industry Development Programme	911,920,000.00	350,070,000.0 0	6,600,000.00	3,400,000.00	0.00	551,850,000.00	911,920,000.00	0.00
Social Protection and Vulnerability Reduction Programme	375,000.00	0.00	250,000	75,000	0.00	50,000.00	375,000.00	0.00
DIMENSION: ENVIRONMENT AND HUMAN SETTLEMENT DEVELOPMENT								
Climate Variability and Change Programme	5,200,000.00	0.00	200,000.00	4,400,000.00	0.00	600,000.00	5,200,000.00	0.00
Transport and Road Development Programme	55,250,000.00	2,000,000.00	1,000,000.00	500,000.00	0.00	45,000,000.00	48,500,000.00	(6,750,000.00)
Drainage and flood control Prevention Programme	1,608,920,000.00	749,882,000.0 0	6,980,000.00	11,080,000.00	0.00	700,000,000.00	1,467,042,000.00	(140,978,000.00)
DIMENSION: GOVERNANCE AND INSTITUTIONAL DEVELOPMENT								
Peacebuilding, Community Safety & Police-Community Partnerships Programme	475,500.00	0.00	200,000.00	100,000.00	0.00	100,000.00	400,000.00	(75,500)
DIMENSION: INTERNATIONAL RELATIONS								
Diaspora /sister city Engagement and Development Cooperation Programme	700,000.00		250,000,00	0.00	0.00	450,000.00.00	700,000. 00	0.00

5.5 Strategic Environmental Assessment

The Strategic Environmental Assessment (SEA) of the STMA Medium–Term Development Plan was undertaken to ensure that environmental, social, economic and institutional considerations are systematically integrated into the planning and implementation of development programmes. The assessment focused on identifying the potential positive and negative effects of all priority programmes of the MTDP on natural resources, social and cultural conditions, the local economy and institutional systems.

The assessment revealed that, while the programmes contribute significantly to socio–economic transformation, particularly in areas of livelihood improvement, education, health, water and sanitation, transport, governance, youth empowerment and urban infrastructure. They also pose potential environmental and institutional risks.

The assessment employed sustainability appraisal tools, including traffic light scoring and performance measures, to evaluate the magnitude of identified effects. This process enabled the classification of potential impacts as neutral, moderate or severe and informed the design of appropriate mitigation measures.

These include promoting sustainable land and water management practices, strengthening environmental sanitation services, ensuring inclusive participation in decision–making, building institutional capacity and enhancing inter–agency collaborations.

In conclusion, the SEA affirms that the development programmes are largely sustainable and capable of delivering significant development outcomes for the Ho Municipality. However, careful implementation, continuous monitoring and the application of mitigation measures are essential to prevent environmental degradation, safeguard social cohesion and ensure long–term institutional effectiveness.

The Strategic Environmental Assessment tool was a structured method used to assess the sustainability performance of projects and programmes implementation under the STMA Medium-Term Development Plan (MTDP) 2026–2029 to ensures that all interventions contribute effectively to economic growth, social equity, and environmental protection, consistent with Ghana's development priorities and the Sustainable Development Goals (SDGs). It was used to evaluate how proposed infrastructure projects (e.g., coastal roads, markets, drainage systems) affect land use, waste management, and coastal ecosystems.

Table 30: Strategic Environmental Assessment

PROGRAMME: Industrial Transformation and Strategic Local Industrial Development Programme							
CRITERIA-AIMS AND OBJECTIVES	INDICATOR	PERFORMANCE					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: Conserve wildlife in protected areas	Changes in Sensitive areas shown on maps	0	1	2	3	4	5
Degraded Land**:** PPP should minimize the take up of large tracts of arable and habitable lands	Area of arable & habitable lands converted for other purposes	0	1	2	3	4	5
Energy: Increased conservation and efficient energy utilization practices.	Quantity and type of fuel/energy to be identified	0	1	2	3	4	5
Climate Change: Avoid/minimize emission of carbon dioxide, Sulphur dioxides, nitrogen oxides etc.	Level of Green House Gases (GHG) Emissions	0	1	2	3	4	5
Pollution: Avoid/minimize pollution on environment – noise, oil-spills, efficient effluent management schemes, protection of water bodies from contamination, flooding	Quantity /type of pollutants and waste to be identified	0	1	2	3	4	5
Local Raw Materials: Increase/promote reliance on local energy resources; increased use of local input	Quantity and type of materials	0	1	2	3	4	5
Water Bodies; Minimize destruction of natural state of rivers and water bodies;	Minimum flows/ water levels to be set	0	1	2	3	4	5
Scenic Beauty/ Aesthetic: Aesthetic features of water bodies and landscapes should be conserved and improved where feasible.	Proxies of monetary values of landscapes	0	1	2	3	4	5
Sensitive Ecological Zones: The natural state of sensitive ecological sites should be maintained.	Changes in Sensitive areas shown on maps	0	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: PPP should enhance and/or maintain social cohesion of local communities.	Opinions of local communities to be assessed	0	1	2	3	4	5
Health and Well-being: The PPP should benefit the local communities in terms of wellbeing, nutrition, shelter, education, and cultural expression.	Number of People lacking adequate food and shelter to be assessed	0	1	2	3	4	5
Gender: should encourage and empower women and promote access, control and usage of resources for women and young people	Number of women & young people empowered	0	1	2	3	4	5
Population Displacement: minimize the displacement of persons and communities	Number of people displaced	0	1	2	3	4	5
Work for Local People: Job creation for the local people	Number of people to be employed	0	1	2	3	4	5
Local participation: Encourage participation of local folks (especially the vulnerable and the excluded) to instill sense of ownership and protection of projects /facilities.	Number of the poor assisted	0	1	2	3	4	5
Access of the poor to energy at affordable prices should be ensured.	Number of the poor assisted	0	1	2	3	4	5

Access of the poor to land should be ensured	Number of the poor assisted	0	1	2	3	4	5
Access of the poor to water should be ensured	Number of the poor to be assisted	0	1	2	3	4	5
Transportation: Access of the Poor to transport should be improved	Number of the poor to be assisted	0	1	2	3	4	5
Sanitation: Reduce generation and ensure proper disposable of wastes.	Amount of waste generated and disposal facilities available	0	1	2	3	4	5
Equity*:* Adverse and beneficial impacts distributed equally; ensure equal access to opportunities for improved standard of living (sharing or allocation of development projects, energy resources, incomes, education, and information).	Inequality gap by sex, age, etc.	0	1	2	3	4	5
Vulnerability & Risk: PPP should minimize exposure of communities to drought, bushfire, floods, crises and conflicts and epidemics.	Occurrences noted and monitored	0	1	2	3	4	5
Public Safety*:* PPP should promote public safety and reduce occupational health and safety	Public & occupational health related accidents	0	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Economic Growth: PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Growth rate	0	1	2	3	4	5
Local Materials& Services: Increase/promote reliance on indigenous energy resources; increased use of local input materials (e.g. wood poles for electrification, insulators made from clay).	Amount/level of local services & inputs used	0	1	2	3	4	5
Local retention of capital: PPP should encourage the local retention of capital	Amount of Capital retained	0	1	2	3	4	5

Sustainable Urban Agriculture

PROGRAMME: Water and Environmental Sanitation Improvement Programme							
CRITERIA-AIMS AND OBJECTIVES	INDICATOR	PERFORMANCE					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	0	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	0	1	2	3	4	5
Energy: The Activity should encourage efficient energy use and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	0	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	0	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency and recycled where practical.	Quantity and type of materials	0	1	2	3	4	5

Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	0	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	0	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease or lacking adequate food and shelter to be assessed.	0	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	0	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	0	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	0	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	0	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	0	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	0	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	0	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services**: The PPP should result in the use of raw materials and services from local industries where possible.**	**Description of sources**	**(0)**	**1**	**2**	**3**	**4**	**5**
Local Investment of Capital**: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.**	**Description of investment strategy**	**(0)**	**1**	**2**	**3**	**4**	**5**

PROGRAMME: Water and Environmental Sanitation Improvement Programme		
CRITERIA-AIMS AND OBJECTIVES	INDICATOR	PERFORMANCE
EFFECTS ON NATURAL RESOURCES		

Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	0	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	0	1	2	3	4	5
Energy: The Activity should encourage efficient energy use and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	0	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	0	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency and recycled where practical.	Quantity and type of materials	0	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	0	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	0	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease, or lacking adequate food and shelter to be assessed.	0	1	2	3	4	5
Gender: The activity should empower women.	Number of women empowered	0	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	0	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	0	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	0	1	2	3	4	5
Access to Water: Activity should improve access to water.	Number of the poor to be assisted	0	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	0	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	0	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							

Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	**Description of sources**	**(0)**	**1**	**2**	**3**	**4**	**5**
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	**Description of investment strategy**	**(0)**	**1**	**2**	**3**	**4**	**5**

PROGRAMME: Education Access, Equity, and Quality Improvement Programme							
CRITERIA-AIMS AND OBJECTIVES	INDICATOR	PERFORMANCE					
EFFECTS ON NATURAL RESOURCES							
Protected Areas and Wildlife: should be conserved, and these resources should be enhanced where practical.	Sensitive areas shown on maps	0	1	2	3	4	5
Degraded Land: Areas vulnerable to degradation should be avoided, and already degraded land should be enhanced.	Vulnerable areas shown on map	0	1	2	3	4	5
Energy: The Activity should encourage efficient energy use and maximize use of renewable rather than fossil fuels.	Quantity and type of fuel/ energy to be identified	0	1	2	3	4	5
Pollution: Discharges of pollutants and waste products to the atmosphere, water and land should be avoided or minimized.	Quantity/type of pollutants and waste to be identified	0	1	2	3	4	5
Use of Raw Materials: All raw materials should be used with maximum efficiency and recycled where practical.	Quantity and type of materials	0	1	2	3	4	5
Rivers and Water bodies: should retain their natural character.	Minimum flows/ water levels to be set	0	1	2	3	4	5
EFFECTS ON SOCIAL AND CULTURAL CONDITIONS							
Local Character: and cohesion of local communities should be and enhanced where practical.	Opinions of local communities to be assessed	0	1	2	3	4	5
Health and Well-being: The Activity should benefit the work force, and local communities in terms of health and well-being, nutrition, shelter, education and cultural expression.	Number of People exposed to water borne disease or lacking adequate food and shelter to be assessed.	0	1	2	3	4	5
Gender: The activity should empower women.	Number of women and youth empowered	0	1	2	3	4	5
Job Creation: The activity should create jobs for local people particularly women and young people.	Number of people employed	0	1	2	3	4	5
Participation: Active participation and involvement of local communities should be encouraged (especially vulnerable and excluded sections).	Level of participation proposed	0	1	2	3	4	5
Access to Land: Activity should improve access to land.	Number of the poor to be assisted	0	1	2	3	4	5

Access to Water: Activity should improve access to water.	Number of the poor to be assisted	0	1	2	3	4	5
Access to Transport: Activity should improve access to transport.	Number of the poor to be assisted	0	1	2	3	4	5
Sanitation: Activity should improve sanitation.	Number of the poor to be assisted	0	1	2	3	4	5
Equity: Adverse and beneficial impacts from development should be distributed equitably and should not discriminate against any groups, especially vulnerable and excluded people.	Number of the poor to be to benefit on equitable terms	(0)	1	2	3	4	5
Vulnerability and Risk: of drought, bushfire, floods crises and conflicts and epidemics should be reduced.	Occurrence to be noted and monitored	(0)	1	2	3	4	5
EFFECTS ON THE ECONOMY							
Growth: The PPP should result in development that encourages strong and stable conditions of economic growth.	Economic Output to be evaluated	(0)	1	2	3	4	5
Use of local materials and services: The PPP should result in the use of raw materials and services from local industries where possible.	**Description of sources**	**(0)**	**1**	**2**	**3**	**4**	**5**
Local Investment of Capital: Development should encourage the local retention of capital and the development of downstream industries, utilizing local raw materials, products and labour.	**Description of investment strategy**	**(0)**	**1**	**2**	**3**	**4**	**5**

CHAPTER SIX
ANNUAL ACTION PLANS

6.1. Introduction

In this chapter, we explore the development and implementation of Annual Action Plans, which serve as essential frameworks for guiding our organizational objectives throughout the four years. These plans outline specific goals, strategies, and timeframes that align with our overall mission and vision.

We will explore the key components of effective Annual Action Plans, including the identification of priorities based on stakeholder needs and resource availability. Each plan will detail measurable outcomes, allowing for tracking progress and making necessary adjustments as we move forward.

Furthermore, we will discuss the importance of collaboration among different departments and teams to ensure that everyone is on the same page and working toward common objectives. Regular review processes will be highlighted to evaluate the effectiveness of our strategies and to facilitate ongoing improvements. Based on the development issues and the formulated programmes, the 2026-2029 Annual Action plans have been developed.

By the end of this chapter, readers will understand how to create comprehensive Annual Action Plans that not only drive success but also promote accountability and transparency within the organization. for all the Action Plans. **See Page 151.**

CHAPTER SEVEN

MONITORING AND EVALUATION ARRANGEMENT

7.1 Introduction

The monitoring and evaluation arrangement of this plan is the responsibility of the Metro Planning Coordinating Unit, the National Development Planning 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.

Monitoring and evaluation are an essential part of the development process. Monitoring objectively verifiable indicators ensures that policies, programs, and initiatives are effectively implemented. A well-structured monitoring and evaluation ensure a successful implementation while also identifying potential challenges to inform a holistic approach for their mitigation. It also promotes accountability, transparency, learning and participation of stakeholders

The Chapter outlines the framework for tracking the 2026–2029 Medium-Term Development Plan (MTDP) implementation. It establishes monitoring mechanisms through a results matrix with defined indicators, validated by key stakeholders. Building on extensive consultations, it harmonizes data requirements and validation procedures with national objectives.

This chapter outlines the monitoring and evaluation, stakeholder analysis, participatory monitoring and evaluation, knowledge management and learning of the activities for the planning period.

Below is the core objectives outlined for the participatory monitoring and evaluation, knowledge management and learning for the planned period:

- To track and assess the implementation of programmes and projects against set targets, timelines and performance indicators
- To generate reliable, timely and evidence–based information that supports effective decision–making and resource allocation
- To strengthen accountability and transparency in the utilization of resources by providing accurate reports on outputs, outcomes and impacts of development interventions.
- To enhance stakeholder participation in the monitoring process.
- To facilitate learning and adaptive management by documenting lessons, best practices and challenges.

Overall, this chapter lays the foundation for a transparent and participatory Monitoring and Evaluation system, clarifying institutional roles, reporting timelines, and data structures necessary for credible performance assessment during the MTDP period.

7.2 Stakeholder Analysis

Effective Monitoring and Evaluation (M&E) within the Sekondi–Takoradi Metropolitan Assembly (STMA) relies on the meaningful involvement of a diverse range of stakeholders who contribute to the planning, implementation, and assessment of development interventions.

An individual, group or institution that is directly or indirectly affected by any developmental policy, programme or project must be keenly involved before, during and after the implementation of any development project or programme. It is therefore prudent to identify, classify and analyze these individuals or stakeholders who have varied interests in any developmental policy or programme within the Municipality. This would ensure that all developmental policies and programmes meet the needs of all persons involved.

Within STMA, stakeholders include public institutions, community groups, the private sector, civil society, and development partners whose activities and mandates directly or indirectly influence development outcomes. These stakeholders were categorized as primary, referring to those who are directly affected by or involved in MTDP implementation, and secondary, referring to actors with indirect roles but significant influence on planning, monitoring, or decision-making processes. This classification helped determine the type and level of engagement required for each stakeholder group.

For the 2026–2029 MTDP, a broad range of stakeholders, particularly Assembly departments, traditional authorities, CSOs, private sector groups, and community representatives, were engaged through consultations, technical meetings, and public hearings. Their involvement ensures that diverse interests are considered, enhances accountability, and strengthens local ownership of development initiatives. It also helps STMA prevent duplication of functions, address potential risks, and promote collaborative problem-solving.

The stakeholder matrix (Table 7.1) summarizes the key stakeholders in the Sekondi–Takoradi Metropolitan Assembly, their classification, responsibilities, and specific M&E activities they are expected to carry out throughout the MTDP period. This collaborative approach strengthens the Assembly’s capacity to deliver credible, inclusive, and results-oriented monitoring and evaluation.

Table 31: STAKEHOLDER ANALYSIS

SN	Stakeholders	Classification	Responsibilities	Involvement	Level of interest	Level of influence
1.	Department of Urban Road/Ghana High Ways	Internal Primary	Primary owners of the Right of Way (ROW). They must approve the Traffic Management Plan (TMP) and design specifications for road integration, infrastructure approvals, as well as project impact on road infrastructure Opportunities for road improvement and maintenance	Collaborate for road designs, traffic management (plans & permits). Coordinate project road access and maintenance as well as site inspection	High	High
2.	Ministry of Finance (MoF) ACCRA	External Secondary	Ultimate responsibility for approving for the fiscal management of the Project including any resettlement expenditure •	Engage to facilitate project awareness, stakeholder alignment, buy-in and strengthen interagency collaboration.	Medium	High
3.	Municipal Assembly	Internal / Primary	• Overall coordination, planning and implementation of MTDP • Accountability • Resource allocation • Production of reports (quarterly and annual)	Lead role in planning, implementation, monitoring and reporting	High	High
4.	MCE	Internal / Primary	• Political and executive leadership • Resource mobilisation and oversight	• High-level decision-making • Stakeholder engagement • Policy advocacy	High	High
5.	MPCU	Internal / Technical	• Technical backstopping • Data collection, analysis and reporting • Coordinating, monitoring and evaluation	• M & E lead • Reporting and knowledge management	High	High

6.	Traditional Authorities	External / Primary	• Promoting community participation • Demand top quality, reliable and affordable services • Influence decision making • Ensure transparency and accountability • Support in the resolution of conflicts and litigations. • Custodians of stool lands; Essential for community entry, cultural heritage preservation. • Strong interest in project impact on cultural norms and local development. Key for community support. • Initiate decision making and lobby for projects • Power to mobilize community opposition.	• Community mobilisation • Participation in M & E activities • Advocacy • Explore project partnership to preserve cultural heritage, harness their role for awareness creation. Conduits for community concerns	High	Medium
7.	CSOs and NGOs	External / Secondary	• Advocacy for vulnerable groups • Ensuring accountability and transparency • Providing technical and financial support • Provide support for community engagement and participation	• Service delivery • Community mobilisation • Monitoring • Advocacy	High	Medium
8.	Private Sector / Business community	External / Secondary	• Enabling business environment • Ensure accountability and transparency • Corporate social responsibility	• Public–private partnerships • Investment • Job creation	Medium	High

9.	Community members	External / Primary	• Improved livelihoods and services • Ensure transparency and accountability • They initiate self-help projects	• Participation in needs assessment • Monitoring • Feedback • Community engagement	High	Low
10.	Women, Youth, elderly, PWD and Vulnerable Groups.	External / Primary	• Inclusion in decision–making • Access to social services • Empowerment programmes	• Targeted beneficiary groups • Representation in consultations • Address specific needs (e.g., accessible info, women's participation). • Address livelihood support disruptions and support restorations. • Ensure vulnerable PAPs are prioritized in support.	High	Low
11.	DPs / INGOs	External / Secondary	• Alignment of projects with MTDP • Ensure transparency and accountability • Ensure quality and efficient goods and services delivery • Create demand for M & E results	• Technical and financial support • Collaboration • Capacity building • Provide employment • Initiate and monitor projects	Medium	High
12.	RCC	External / Oversight	• Supervision and backstopping • Ensure consistency with regional national plans • Coordinating inter–district programmes	• Oversight • Approval of plans • Monitoring and evaluation	Medium	High

			• Undertake monitoring and evaluation of the MMDAs activities • Harmonize all the MTDP to RIP			
13.	NDPC	External / Oversight	• Alignment with the national development agenda • Ensuring compliance with planning and M & E guidelines	• Provides guidelines • Reviews reports • Evaluates compliance	Medium	High
14.	MPs	External / Political	• Advocacy and lobbying for resources • Representation of community interests • Monitor development projects	• Lobbying • Policy influence • Support in resource mobilisation	Medium	High
15.	Media	External / Secondary	• Access to information • Promotion of accountability and transparency • Public education/awareness creation	• Dissemination of information • Public education	Medium	High
16.	Forestry Commission (FC)	Internal	• Management of vegetation clearing and timber salvage permits. Oversight of impacts on urban forestry and biodiversity conservation	• Collaborate on forest-related permits and leverage FC expertise on biodiversity management. Discuss potential reforestation requirements	High	High
17.	Ghana National Fire Service (GNFS)	Internal	• Approval of Life and Fire Safety (L&FS) plans and emergency response drills	• Collaborate for project fire risk assessments and site-specific emergency plans, Leverage GNFS for worker /Community training and awareness campaigns i.e. joint fire safety outreach	High	Medium

18.	Metropolitan/Municipal Health Directorate (GHS).	Internal	Key role in health services planning and approvals Monitoring community health impacts. Management of vector control (e.g., malaria) and oversight of COVID-19 or HIV/AIDS sensitization programs. •	• Key role in project health impacts assessments. Health care provision to project staff and project communities. and health outreach Explore project support for local health infrastructure.	High	Medium
19.	Assembly Members and Unit Committees	Internal	Essential for granular community mobilization. and support as well as social accountability. They act as the first point of entry for the Grievance Redress Mechanism (GRM). Strong interest in project benefits planning	• Provide regular project progress updates and impacts on local development. Leverage their role for community outreach and support. Channels for community feedbacks and concerns	High	High
20.	Ghana Water Company (GWCL) / Electricity Company of Ghana (ECG)	*Internal*	Coordination for utility mapping and prevention of service disruptions during excavation. (management of Impact on utilities infrastructure) Opportunities for project partnerships, e.g. smart grids and water management. Collaboration to prioritize PAPs for reconnection	• Collaborate to integrate smart technologies. • Align project works with ECG/GWCL Infrastructure upgrades • Channel for project press updates	High	High
21.	Informal Traders / Street Vendors (Key voices in community consultations)	Internal	Requirement to address economic displacement even for those without formal legal titles	• Inclusive consultations, explore options for livelihood support and GRM awareness	High	Medium

7.3 Monitoring Matrix

The monitoring matrix provides a comprehensive overview of key indicators, baseline data, target objectives, and the institutions responsible for overseeing the progress of the Medium-Term Development Plan (MTDP) programs. This essential tool is designed to systematically assess and measure the expected changes throughout the duration of the plan.

This matrix is a well-structured tool used to organize and present the objectives, indicators, means of verification, targets, responsibilities and timelines for tracking the implementation of planned programmes and projects as stated in a development plan. It ensures that progress made is consistently monitored, assessed and reported by providing a clear framework that links the planned activities and outputs to measurable indicators

The frequency of data collection and reporting varies depending on the type of indicator. Input indicators, such as public finance, will be tracked annually and are often reported monthly or quarterly. Output data will be monitored annually; with mid-year check-ins. Outcome indicators are generally reported annually to assess the changes or results achieved during the implementation of the plan. Impact indicators will be used to measure the overall achievement of the goals set in the plan. It typically takes three to five years to gather this data, and there may be delays in observing the effects.

Table 32: Monitoring Matrix

S/N	Indicators	Indicator Definition	Indicator Type	Baseline 2024	Targets				Disaggregation	Monitoring Frequency	Responsibility
DIMENSION: ECONOMIC DEVELOPEMNT INDICATORS											
Goal: Promote inclusive socio-economic growth through improved infrastructure, human development, environmental sustainability and good governance											
Objective: To build Strong and Resilient Economy,2. Enhance local economic development and job creation3.Improve Agricultural Productivity by 2029											
Programme: 1. Revenue Mobilization and Improvement Program.2. Local Economic Development & Skills Training 3. Agricultural and Rural Development											
					2026	2027	2028	2029			
1.	% change in IGF (annual growth)	Year-on-year % growth in internally generated funds	outcome	28.16	120	160	200	250			
2.	No. of youth enrolled in training Programmes	Count of youth completing business/entrepreneurship training	Output	450	550	650	750	850	Type of training	Quarterly	Finance / Budget Dept.
3.	Average productivity of selected crop (mt/ha)	Average productivity of selected crop (mt/ha)	Output	10%	15%	20%	25%	30%	Types of crops	Quarterly	Agric Dept/ MPCU
4.	Number of new industries established	Count of new establishments within the district for purposes of producing goods and services. It also covers old businesses that have been improved or expanded and there are evidences of new jobs being created.	Outcome	620	628	636	642	652	Types of industries	Quarterly	BAC, Agric Dept
5.	Number of new jobs created	Count of formal and informal sector job created per annum by type (temporary and permanent	Outcome	842	860	865	868	872	Types of jobs	Annually	BAC, Agric

6.	No. of farmers enrolled on the PFJ programme	The number of farmers engaged in the PFJ programme	Output		850	900	1000	1200	Gender	Quarterly	Agric Dept/ MPCU
7.	No of AEAs and farmers trained on agricultural technologies 1. AEAs 2. Farmers	The total number of AEAs and farmers trained on best practices	output	2 400	4 500	8 600	10 700	12 800	Gender	Quarterly	Agric Dept/ MPCU
8.	% change in post-harvest losses in selected crop production	The change in losses in incurred after harvest as a percentage of total production	Outcome	0	4	4	4	4	-	Quarterly	Agriculture
9.	No. of farmers engaged in poultry and other livestock production	The number of farmers engaged in poultry and other livestock production	Outcome	96	250	300	350	400	Gender	Quarterly	Agriculture
10.	No of SMEs trained on business development	The total number of business groups trained on business development services	Output	14	20	25	30	35	-	Annually	BAC
11.	No of people trained on non-farm product development	The number of participants of non-farm product development training	Output	47	100	150	180	200	Gender	Annually	BAC/ Agriculture
12.	Proportion of communities with markets facilities	(Number of communities with market facilities / total number of communities in the Municipality) *100	Outcome	8.2%	9.3%	10.4%	10.9%	12%	-	Annually	Central Admin
13.	Number of ecotourism potentials developed	Number of tourist sites developed in the Municipality	Outcome	0	0	1	1	1	-	Annually	Central Admin

14.	Number of businesses supported	The count of formal sector jobs supported per annum	Output	3,602	3,700	3,750	3,760	3,800		Annually	Head B.A.C
15.	Number of businesses linked to financial institutions	Total count of businesses linked to financial institutions per annum	Output	67	70	75	80	80		Annually	Head B.A.C
16.	Number of people supported to start-up a business	Total number of people supported to start-up a business per annum	Output	48	50	55	65	70		Annually	Head B.A.C
17.	Number of people that received skill training	Total number of people given skill training per annum	Output	161	170	180	190	200		Annually	Head B.A.C
	DIMENSION: SOCIAL DEVELOPMENT INDICATORS										
	Goal: Improve overall health outcomes through strengthened health systems, reduced disease burden, and increased access to quality healthcare services										
	Objective: Strengthen healthcare management system supplies by 2028										
	Programme: Health Systems Strengthening and Disease Control Programme										
18.	Maternal mortality ratio (institutional) per 100,000	Number of maternal deaths per 100,000 institutional live births	impact	384/100, 000	300	280	250	209	facilit y	Annually	Health Directorate / MPCU
19.	Malaria case fatality (institutional)	Malaria deaths ÷ malaria cases (%)	outcom e	0.13%	0.13	0.1%	0.0	0.0%	Age group	Annually	Health Directorate
20.	PENTA3 immunization coverage (%)	% of children receiving 3rd pentavalent dose	Outcom e	86.3%	88%	90%	92%	94%	Age, sub-metro	Annually	Health Directorate
21.	Under -5 Malaria Case Fatality Rate	Total malaria deaths in children under-5 years in health facilities expressed as a percentage of total malaria	Outcom e	0.2	0.19	0.18	0.15	0		Annually	Dir. Of Health

		admissions in children under-5 years in health facilities									
22.	Prevalence of malaria among children under 5	Total number Under-five malaria admission	Output	499	270	250	230	210		Annually	Dir. Of Health
	Goal: Promote equitable access to quality education and improve learning outcomes at all levels within the Metropolis										
	Objective: Enhance the implementation of inclusive education programs in the Metropolis by 2029										
	Programme: Education Access, Equity, and Quality Improvement Programme										
23.	Net enrolment ratio	% of eligible children enrolled in	outcome	101.75%	100%	100%	100%	100%	Sex, sub-metro	Annually	Education
24.	Gender Parity Index	The number of girls at a particular level as a ratio of the total number of boys at the same level (kindergarten, primary, JHS, SHS)								Annually	Education
	i. Kindergarten		Outcome	1	1.00	1.00	1.00	1.00	Sex	Annually	Education
	ii. Primary		Outcome	1	0.80	0.85	0.90	1.00	Sex	Annually	Education
	iii. JHS		Outcome	0.99	1.07	1.08	1.09	1.09	Sex	Annually	Education
	iv. SHS		Outcome	1.22	0.40	0.42	0.45	0.50	Sex	Annually	Education
25.	Completion rate (Percentage)	The ratio of students enrolled in the last grade of education (Kindergarten, Primary 6, JHS 3, SHS 3) is expressed as a percentage of the population at the theoretical entrance age for that grade.									
	i. Primary		Outcome	98.28%	95.5%	96%	97%	97.5%	Gender	Annually	Education
	ii. JHS		Outcome	97.43%	42%	45%	48%	50%	Gender	Annually	Education
	iii. SHS		Outcome	99.37%	69%	72%	75%	80%	Gender	Annually	Education
26.	Pass Rate	Count of final exams takers (girls and boys) who passed									

	i. JHS	a particular exam over a total count of final exam takers in that same exam expressed as a percentage	Outcome	71.2%	96%	96%	97%	98%	Gender	Annually	Education
	ii. SHS		Outcome	83.7%	87%	91%	93%	96%	Gender	Annually	Education
27.	Pupils-to-trained teacher ratio in basic school	The number of pupils per trained teacher (minimum qualification of post-SHS Teachers Diploma	Outcome	1:24	1:24	1:24	1:20	1:20		Annually	Dir. Of Education
28.	JHS3-SHS1 Transition Rate	Proportion of JHS3 students in an academic year who progress to SHS/TVET in the ensuing academic year	Outcome	55.0%	60.0%	65.0%	70.0%	75.0%		Annually	Dir. Of Education
29.	SHS Retention Rate	Proportion of a cohort starting SHS who Stay on and complete SHS.	Outcome	85.3%	90.3%	95.3%	100.0 %	100.0 %		Annually	Dir. Of Education
30.	Proportion of Health facilities that are functional	that are registered and in operation for purposes of providing health care services to the general public expressed as a percentage of completed health facilities									
	i. CHPs Compound		Output	100%	36	36	37	37	Location	Quarterly	Health/ Works
	ii. Clinic		Output	100%	7	7	7	7	Location	Quarterly	Health/ Works
	iii. Health Centre		Output	100%	4	4	4	5	Location	Quarterly	Health/ Works
	iv. Hospital		Output	100%	1	1	1	1	Location	Quarterly	Health/ Works
31.	Proportion of population with valid NHIS card	The population with valid NHIS card, expressed as a percentage of total district population	Outcome		20%	30%	35%	45%	Gender	Quarterly	NHIA
	i. Indigents		Outcome	3.3%	1.25%	1.28%	1.33%	1.35%	Gender	Quarterly	NHIA

	ii. Informal		Outcome	11.6%	9.74%	9.8%	9.87%	9.9%	Gender	Quarterly	NHIA
	iii. Aged		Outcome	1.1%	2%	2.19%	2.22%	2.3%	Gender	Quarterly	NHIA
	iv. Under 18years		Outcome	10.7%	12.9%	13%	13.15%	13.2%	Gender	Quarterly	NHIA
	v. Pregnant Women		Outcome	0.7%	2.9%	3%	3.2%	3.6%	Gender	Quarterly	NHIA
32.	Percent of population with sustainable access to safe drinking water sources	Share of the Metropolis population with access to improved drinking water source, provided collection time is not more than 30minutes for a round-trip including queuing expressed as %age of the total population	Outcome								
	i. District			91%	92%	93%	95%	95%	Communities	Annually	GWCL
	ii. Urban			98%	95%	96%	96%	96%	Communities	Annually	GWCL
	iii. Rural			83%	89%	90%	92%	92%	Communities	Annually	GWCL
33.	Proportion of population with access to improved sanitation services	Share of population with improved sanitation facilities that are not shared with other households expressed as a percentage of the total population	Outcome								
	i. District			95%	75%	78%	82%	85%	Communities	Annually	Env't Health

	ii. Urban			99%	92%	94%	95%	95%	Com munit ies	Annually	Env't Health
	iii. Rural			91%	73%	75%	78%	80%	Com munit ies	Annually	Env't Health
34.	Number of births and deaths registered	Count of births and deaths registered by the vital registration system in the metropolis in a particular year	Output								
	i. Births			4,683	2,645	2,659	2,671	2,692	Sex	Quarterly	Birth &Deaths
	ii. Deaths			289	1,392	1,417	1,442	1,467	Sex, age	Quarterly	Birth &Deaths
35.	Case management services provided for children	No. of case management services provided to children (including family tracing, the reunification of children in Residential Home Care and probation services to children in conflict with the law	Output	850 M=400 F=450	850 M=400F =450	850 M=400 F=450	850 M=400 F=450	850 M=400 F=450		Quarterly	Dir. Social Welfare
36.	Measure the extent victims of violence are being supported	No. of boys and girls who have suffered violence benefiting from supported social welfare/social services	Output	491 M=211 F=280	491 M=211F =280	491 M=211 F=280	491 M=211 F=280	491 M=211 F=280		Quarterly	Dir. Social Welfare
	i. Child Trafficking	Count of recorded cases of Child Trafficking	Output	2	0	0	0	0	Gende r	Quarterly	SWCD/ NGOs
	i. Child Abuse			0	0	0	0	0	Gende r	Quarterly	SWCD/ NGOs
37.	Prevalence of Malnutrition	Proportion of children 0-59 months whose height-for-age, weight-for-height is less than two standards deviations(-2SD) from the	Outcom e								
	i. Underweig ht			0.3	0.045	0.022	0.011	0.005	Gende r	Quarterly/ Annually	GHS/SWCD/ NGOs
	ii. Stunting			0.1	0.07	0.035	0.0175	0.008	Gende r	Quarterly/ Annually	GHS/SWCD/ NGOs

		median of the reference population/group									
	Goal: Develop a safe, efficient, and resilient road and transport network to enhance mobility and reduce road-related risks for all users										
	Objective: Enhance safety and security for all categories of road users by the end of the planned period 2029										
	Programme: Transport and Road Development Programme										
38.	% roads in good condition (total network	% of total network classified as 'good' condition	Outcome	45%	50%	55%	60%	65%	Urban/ Sub-metro	Quarterly	Works Dept / MPCU
39.	% roads in good condition (total network	% of total network classified as 'good' condition	Outcome	45%	50%	55%	60%	65%	Urban / Sub-metro	Quarterly	Works Dept / MPCU
40.	Km of roads rehabilitated	Length (km) of roads fully rehabilitated per year	Output						Location	Quarterly	Works dep.
	DIMENSION: ENVIRONMENT, INFRASTRUCTURE & HUMAN SETTLEMENTS INDICATORS										
	Goal: Promote sustainable environmental management, resilient infrastructure, and improved human settlements for enhanced quality of life.										
	Objective: Improve access to sustainable environmental sanitation services by the end of 2028										
	Programme: Water and Environmental Sanitation Improvement Programme										
41.	Disaster-prone areas	Total number of disaster-prone areas that are recognized at the end of the year	Output	8	8	6	4	2		Annually	NADMO Director
42.	Number of drought cases recorded	Total number of drought cases recorded per year	Output	0	0	0	0	0		Annually	NADMO Director
43.	Effects of disasters	Number of deaths, missing persons and persons affected by disaster per 100,000 people	Output	5	0	0	0	0		Annually	NADMO Director
44.	The capacity of communities to deal with disasters	Number of communities trained in disaster prevention and management (especially bushfire and flooding)	Output	5	10	13	15	15		Annually	NADMO Director

45.	Number of disaster risk reduction strategies	Total number of disaster risk reduction strategies per annum	Output	10	10	12	12	15		Annually	NADMO Director
46.	Number of NGOs disaster relief projects	Total number of NGOs that emerge to deal with disaster relief projects per annum	Output	0	0	0	0	0		Annually	NADMO Director
47.	% population with access to improved sanitation	% of population using improved sanitation services	outcome	91%	100%	95%	99%	100%	Communities	Annually	Environmental Health / CWSA
48.	No. of flood cases recorded	Count of flood incidents reported per year	outcome	30	25	20	15	0	Location	Annually	NADMO / Works / MPCU
49.	Percentage of communities covered by electricity	The number of communities in the district connected to the national grid divided total number of communities in the Metropolis expressed as a percentage	Outcome								
	District			100%	99%	100%	100%	100%	Communities	Annually	ECG/MPCU / Central Admin
	Rural			100%	99%	99%	100%	100%	Communities	Annually	ECG/MPCU / Central Admin
	Urban			100%	100%	100%	100%	100%	Communities	Annually	ECG/MPCU / Central Admin
	DIMENSION: GOVERNANCE AND INSTITUTIONAL DEVELOPMENT INDICATORS										
	Goal: Strengthen transparent, accountable, and participatory local governance systems to improve service delivery and public trust.										
	Objective: Deepen political, financial and administrative decentralization by the end of the planned period										
	Programme: Peacebuilding, Community Safety & Police-Community Partnerships Programme										

50.	Proportion of functional sub-structures	# of functional sub-metros ÷ total sub-metros	outcome	90 %	100%	100%	100%	100%	Sub-metro	Quarterly	MPCU / Central Admin
51.	Percentage change in public accountability forum	Percentage change in public accountability forum	outcome	65%	80%	90%	95%	100%	Gender	Annually	MPCU / Central Admin
52.	No. of town-hall meetings organized	Count of Assembly-wide public accountability sessions	output	1	2	3	4	4	Male/ Female	Quarterly	MPCU / Central Admin
53.	% of AAP implemented (annual action plan)	Proportion (%) of planned annual activities completed in the year	outcome	87.95	90%	95%	1005	100%	Programme area	Quarterly	MPCU / Central Admin
54.	Reported cases of crime	Total number of reported cases of crime	Outcome								
	Rape			2	5	13	10	10	Male/ Female	Quarterly	MPCU / Police/DOVVSU
	Armed Robbery			3	3	5	4	4	Male/ Female	Quarterly	MPCU / Police/DOVVSU
	Defilement			2	6	9	7	7	Male/ Female	Quarterly	MPCU / Police/DOVVSU
	Murder			0	2	4	3	3	Male/ Female	Quarterly	MPCU / Central Admin

7.4 Evaluation

This section outlines the methods for assessing the relevance, effectiveness, efficiency, and sustainability of the Medium-Term Development Plan (MTDP) interventions. The findings from these evaluations will inform management decisions, improve future programming, and enhance accountability to citizens and stakeholders.

The Assembly plans to conduct several evaluations, including Ex-ante Evaluation, Mid-Term Evaluation, Terminal Evaluation, and Ex-post evaluations, along with thematic or special assessments as needed. The Ex-ante Evaluation will occur before the plan's implementation, helping to translate good ideas into detailed and viable projects. The Mid-Term Evaluation will be conducted around the midpoint of the project or program (in 2027) to assess and improve the project's performance for the remainder of the implementation period. The Terminal Evaluation and Ex-post Evaluation will take place at the end or near the end of the project's implementation to assess its overall performance and identify potential successor projects.

Additionally, the Assembly will organize quarterly review meetings with various stakeholders to help evaluate the projects. The impact evaluation will be carried out by the Monitoring and Project Coordination Unit (MPCU) to assess the effects of the various projects. After the implementation of any project, an ex-post evaluation would be conducted to assess the impacts and benefits of the implemented project. The planned evaluations will be conducted using the following format.

- **i.** Assessing the need for an evaluation (provide the background).
- **ii.** Developing clear ideas on the rationale and objectives of the evaluation.
- **iii.** Determining the type of evaluation to undertake.
- **iv.** Specifying the methods, scope and timing of the evaluation.
- **v.** Identifying and analyzing stakeholders.
- **vi.** Estimating the costs involved, which should be factored into the budget of the Annual Action Plan (AAP).
- **vii.** Preparing Terms of Reference (TOR) and contractual agreements based on items (I) to (iv) above. The TOR will be prepared by the MPCU in collaboration with stakeholders. In developing the Terms of Reference, the MPCU will facilitate a process leading to the development of a broad agreement on the TOR because it will form the basis for the evaluation exercise. Furthermore, the TOR will be the formal reference for the consultant or team of consultants to be recruited.
- **viii.** Recruiting a consultant or a team in accordance with the provisions of the Procurement Act, 2003 (Act 663) as amended by Act 914, 2016.

Evaluation Process

The process begins by defining the need for the evaluation, clarifying its objectives, and identifying key questions. The scope, type, and timing of the evaluation are then determined, along with the methodology to be used. An Evaluation Matrix is developed to outline indicators, data sources, and analytical methods. Key stakeholders are identified and their roles established. A costed evaluation plan and Terms of Reference are prepared, after which evaluators are procured in line with the Public Procurement Act, 2016 (Act 914). Inception meetings are held to agree on the approach, followed by field data collection and analysis. A draft report is produced and reviewed with stakeholders, and the findings are validated through a formal validation meeting. The final report is then disseminated, and the results are used to support decision-making, strengthen learning, and inform future MTDP planning and implementation.

7.5 Participatory Monitoring and Evaluation (PM&E)

The Participatory Monitoring and Evaluation (PM&E) of the Sekondi-Takoradi Metropolitan Assembly will actively involve key stakeholders in the design and implementation process. These stakeholders will assist in selecting indicators, collecting and analyzing data, implementing findings, and disseminating results. Various PM&E methods, including participatory rural appraisal, citizen report cards, community scorecards, and participatory expenditure tracking surveys, will be utilized to monitor the progress of the Medium-Term Development Plan (MTDP) for 2026-2029.

A community scorecard tool, as outlined in the National M&E Manual, will be adopted for this purpose. This tool involves focus group discussions to gather data from members of project and program communities, aiming to enhance the quality, efficiency, and accountability of local services.

Additionally, a Citizen Report Card (CRC) or Citizen Satisfaction Survey (CSS) will be employed to gather feedback from community members regarding the Municipal Assembly's performance in implementing the MTDP projects and providing services. The results from this survey will facilitate joint reflection and decision-making among key stakeholders. The Community Scorecard will be conducted and reported annually, while the Citizen Satisfaction Survey will take place at the end of the plan period (after 2029).

This approach emphasizes collective ownership of development outcomes, enhances accountability and ensures that the development priorities reflect the needs and aspirations of stakeholders. For this plan, the objectives of PM & E are;

- To promote Transparency and Accountability to all stakeholders
- Enhance inclusive participation for equity decision making
- Strengthen decision–making and responsiveness for ownership
- Improve learning and adaptation among beneficiaries
- Promote sustainability of interventions for posterity

To satisfy these objectives, there are a number of tools and mechanisms to adopt and apply.

- Community scorecards and citizens Satisfaction Survey to capture perception of service delivery and project performance
- Public hearings and Townhall meetings
- Community durbars and engagements
- Participatory Rural Appraisal tools for gathering grassroots–level data on the performance and impact of interventions

However, when utilizing techniques such as the Community Score Card and the Citizens' Satisfaction Survey, the following comprehensive process would be adhered to:

- **Identify Key Stakeholders:** Begin by identifying and engaging all relevant stakeholders, including community members, local leaders, government officials, and service providers. Their involvement is crucial for ensuring that the evaluation addresses the needs and concerns of those directly impacted.

- **Select a Lead Facilitator or Consultant:** Appoint a qualified lead facilitator or consultant with expertise in PM&E. This individual should possess strong facilitation skills and a thorough understanding of the community dynamics to guide the process and engage stakeholders effectively.

- **Develop Performance Questionnaires**: Collaborate with stakeholders to create tailored performance questionnaires that accurately reflect community priorities and service expectations. This will be designed to gather both qualitative and quantitative data to ensure a comprehensive understanding of the community's experiences.

- **Train the PM&E Team:** Conduct comprehensive training sessions for team members responsible for implementing the PM&E. This training should cover the methodologies, data collection techniques, ethical considerations, and analysis procedures. Equipping the team with these skills will enhance the quality and reliability of the findings.

- **Disseminate the Results**: After data collection and analysis, share the results with all stakeholders through accessible reporting formats. Consider organizing community meetings, workshops, or presentations to facilitate discussions around the findings. This fosters transparency and encourages community engagement in the evaluation process.

- **Act on the Findings and Recommendations**: Finally, ensure that the insights and recommendations derived from the PM&E are actively used to inform decision-making. Establish mechanisms for follow-up actions, and engage stakeholders in developing an action plan to address the identified issues. This step is crucial for promoting accountability and ensuring that the evaluation leads to tangible improvements in service delivery.

By following this detailed process, organizations can effectively implement PM&E frameworks that not only assess performance but also enhance community involvement and satisfaction.

7.6 Knowledge Management and Learning

This section describes the systems for documenting, sharing, and applying lessons from MTDP implementation. It includes processes to capture, utilize knowledge, share best practices to enhance decision-making, improve service delivery, and foster a culture of continuous learning. This framework aims to promote collaboration, innovation, and accountability, ultimately contributing to the Assembly's effectiveness in achieving its goals and improving the lives of its citizens maintaining data repositories, producing periodic reports, organizing learning events, and strengthening institutional memory. Knowledge generated through monitoring and evaluation will support continuous improvement, innovation, and informed decision-making across departments and partner institutions. The main objective for this Knowledge Management and Learning are:

- To Enhance effective Decision-making
- To promote innovation and best practices among various beneficiaries
- To build capacity and expertise
- To improve knowledge sharing and collaboration
- To support effective resource mobilization

Table 33: Knowledge Mapping Matrix

S/N	Knowledge Area	Knowledge Holders	Knowledge Sources	Knowledge gap
1.	Local Economic Development and Livelihoods	BAC, MPCU	MSME profiles, LED reports	Inadequate update on SME database, weak dissemination
2.	Financial Management	Finance and Internal Audit	Budget reports, Audit reports, and IGF performance reports	Limited financial citizen-friendly financial briefs
3.	Climate change and sustainable agriculture	Dept. of Agriculture	Extension officers report, Agriculture Dept. report	Low documentation of indigenous knowledge
4.	Youth Development and Empowerment	NYA, BAC, YEA	Training Manuals, Skills databases	Weak linkage between training and job placement
5.	Health improvement and promotion	Municipal Health Directorate	District Health Information System (DHIS), Health review reports, campaigns	Gaps in community-level disaggregated data.
6.	Environmental Health and Sanitation	Environmental Health Department	Sanitation inspection reports, waste management statistics	Weak integration of sanitation data with health data.
7.	Education and infrastructure	GES, Municipal Works Dept.	EMIS report, infrastructure status report	Inadequate real-time data on school facilities
8.	Urban infrastructure and transport	Works Dept, Dept of Urban Roads	Infrastructure report	Limited GIS-based mapping of infrastructure
9.	Governance and accountability	MPCU, Assembly members	Town hall meeting reports, Annual progress reports, Audit reports	Low citizens' access to simplifies M&E data
10.	Sister Cities Relationship	MPCU	MoUs, Exchange reports, Partnership activity reports	Weak documentation of the outcomes of the partnership
11.	Cross-cutting issues (Gender, ICT, disability, HIV/AIDS, peace and security)	MPCU, Gender Desk, NYA/MIS	Gender mainstreaming reports, Youth in ICT reports, HIV/AIDS reports	Limited mainstreaming into sector databases
12.	Digital Governance	MPCU, MIS, Record Unit, Client service	MIS quarterly report, Records Unit data entry generated report,	Inadequate personnel for electronic data capture for effective administration

Table…Competency Matrix for learning

S/N	Competency	Training Program	Evaluation Criteria	Learning objectives
1.	Development Planning and Participatory M&E	• Planning and budgeting workshops • Result-based M&E training • Data collection and analysis	• Plans submitted • Timeliness and accuracy of M&E reports • Use of evidence in reviews	• Understand and apply MTDP processes • Use performance indicators for monitoring • Conduct effective evaluations
2.	Finance Management & Accountability	• IGF mobilisation and management • Financial reporting standards (GIFMIS)	• Audit performance rating • Reduction in financial infractions • Improved IGF collection rates	• Enhance capacity in revenue mobilisation • Ensure transparency in budgeting & expenditure • Comply with audit regulations
3.	Leadership, Team building and Governance	• Leadership development seminars • Team building • Ethics and Public Service Integrity • Orientation for Assembly Members	• Feedback from public forums • Number of functional sub-committees • Reduction in citizen complaints	• Promote accountable and transparent governance • Strengthen decision-making processes • Foster citizen participation
4.	Data management, CT & Digital Literacy	• MIS training • Data security and records management • Use of GIS for spatial planning	• Staff Appraisals • Integrating GIS in planning documents • Timelines for e-reports	• Improve efficiency through digital tools • Safeguard Municipal data • Apply GIS for infrastructure planning
5.	Climate change and resilience	• Climate-Smart Agriculture Workshops • Disaster Risk Management Training • Environmental Impact Assessment (EIA) training	• Integrating climate risks in MTDP • Number of adaptation projects implemented • Reduced impact of environmental shocks	• Understand local climate risks • Apply mitigation and adaptation strategies • Mainstream climate in local planning

6.	Social Protection and Inclusion	• Gender Mainstreaming and Disability Inclusion • Child protection training • HIV/AIDS and Public Health Education	• Number of inclusive programs delivered • Community perception surveys	• Promote inclusive development • Ensure protection of vulnerable groups • Integrate gender and disability in programs
7.	Community and stakeholder Engagement	• Public speaking and facilitation skills • Participatory Planning methods • Media Engagement and advocacy	• Town hall meetings • Feedback loops established • Media coverage and public awareness	• Improve communication with citizens • Facilitate effective stakeholder engagement • Promote feedback culture
8.	Procurement and contract management	• Public Procurement Act (PPA) training • Tender Evaluation and Contract Administration using the Ghaneps • Anti-Corruption Practices	• Compliance audit results • Number of procurement infractions • Completion rates of contracted works	• Ensure compliance with procurement laws • Enhance transparency and fairness among bidders • Manage contracts effectively
9.	Urban Development and Infrastructure Planning	• Spatial Planning Standards Procedure training • Building code and permit systems management • Urban transport and road safety	• Number of approved land use plans • Infrastructure maintenance reports • Reduction in unauthorized structures	• Apply urban planning principles • Improve infrastructure service delivery • Enhance mobility and safety
10.	Conflict resolution and peacebuilding	• Mediation and ADR techniques • Conflict sensitivity in planning • Community Policing and safety forums	• Number of conflicts resolved locally • Reduction in reported incidents • Functional peace committees	• Strengthen community conflict resolution • Promote peaceful coexistence • Integrate peacebuilding into local governance
11.	Report/proposal writing	• Proposal and Report writing training development	• Number of training reports documented	• Strengthen report writing skills among officers

		• Proposal Funding source identification	• Funding sources documented/identified	• Improve donor funding documentation
12.	Facilitation/Communication Skills	• Facilitation training skill • Communication and presentation skills	• Number of trainings conducted • Number of people trained	• Improve communication skills. • Encourage good communication among stakeholder/donors
13.	Tools of Monitoring and Evaluation	• Monitoring and evaluation techniques • M&E report writing skills	• Number of trainings conducted • Available training reports	• Understand the various M&E tools • Improve M&E report writing

CHAPTER EIGHT

COMMUNICATION STRATEGY

8.1 Introduction

This chapter outlines the Development Communication Strategy for the 2026–2029 Medium-Term Development Plan (MTDP). The strategy details how to effectively communicate the vision, priorities, programs, and expected outcomes of the Plan to all stakeholders. It also specifies the communication channels for the target audience and the key messages for disseminating the MTDP 2026–2029. The goal of this strategy is to promote transparency, enhance participation, encourage citizen ownership, and clarify roles and responsibilities, in accordance with the Revised 2026–2029 Planning Guidelines.

8.2 Communication Goal and Strategy

Effective communication is central to the successful implementation of the Medium-Term Development Plan (MTDP). It ensures that development priorities, progress, responsibilities, and expected outcomes are clearly understood by stakeholders across the Assembly.

8.2.1 Communication Goal

The communication goal of the Assembly's Medium-Term Development Plan (MTDP) is to ensure effective, timely, and inclusive dissemination of development information to all stakeholders, while promoting active participation, transparency, and accountability.

8.2.2 Communication Strategy

The Assembly's communication strategy for the MTDP will focus on strengthening information flow, enhancing visibility of development activities, and promoting participatory communication approaches that foster mutual understanding between the Assembly and its stakeholders.

The strategy will utilize a multi-channel communication approach, integrating traditional and digital platforms to effectively reach diverse audiences, including the General Assembly, community members, civil society, traditional authorities, private sector actors, development partners, non-governmental organizations (NGOs), and vulnerable populations. groups.

Some of the dissemination techniques to be used are the following.

- Announcements, discussions and broadcasts in the local media and newspapers
- Meeting with Traditional Rulers, Urban and Zonal Councils, Assembly Persons and other Opinion Leaders and tasking them to take the messages back to their communities
- Holding community durbars
- Meeting with Companies within the Metropolis on the discussion of the plan

- Organizing Town Hall meetings
- Organizing Community fora every month to track the Assembly's development process

The Assembly will establish two-way communication mechanisms, including public hearings, suggestion boxes, social media feedback channels, and grievance redress systems to gather stakeholder perceptions and concerns.

Furthermore, the Assembly will enhance the capacity of the staff responsible for communication, form partnerships with media outlets, and utilize the District Development Database Platform (DDDP), along with Quarterly and Annual Progress Reports, as well as the Assembly's Open Government Partnership Platform and ICT tools to expand outreach.

To ensure consistency and effectiveness, the communication strategy will be guided by a structured implementation plan that includes clear roles, timelines, and feedback loops.

Creating Awareness on the Roles of Stakeholders

Stakeholders in STMA include all the organizations and groups of people with an involvement in issues and strategies connected with development. The identification and participation of these stakeholders will lead to sustained capacity building, dissemination and demand for Monitoring and Evaluation results. The stakeholders were identified and analysed with a critical look at their background information and their various roles, needs and responsibilities. A total of 15 stakeholders were identified and are expected to participate in the public hearings. These have been presented in *Appendix 17*

Table 34: Communication Strategy Matrix

S\N	Objectives	Audience	Message	Means of Communication	Timeframe	Indicator	Responsibility
1.	To raise awareness of the plan by disseminating information to the targeted audience	General public, community members, CSOs, private sector, traditional authorities	"The STMA is implementing development programmes to improve socio–economic well-being and service delivery"	Community durbars, radio discussions, Assembly website, social media, posters, local newspapers	Quarterly	• % of citizens aware of MTDP priorities • Number of media/publications aired • Attendance at public information sessions	Metropolitan information office, Development planning unit, Assembly members
2.	To strengthen an all-inclusive and active stakeholder engagement and participation in planning, implementation and evaluation activities.	Traditional leaders, opinion leaders, Assembly members, youth/women groups, religious bodies	"Your participation shapes the development of Metropolis.	Stakeholder consultation meetings, workshops, focus group discussions, and religious platforms	Bi – annually (planning and review sessions)	• Number of stakeholders engaged in consultations • Diversity of groups represented (youth, women, PWDs) • Level of citizen input reflected in planning	MPCU Assembly members
3.	To improve internal communication, collaboration and coordination among stakeholders	Assembly staff, decentralized departments, sub-structures	"Strong collaboration ensures efficient service delivery and achievement of MTDP goals"	Staff meetings, memos, WhatsApp groups, internal workshops and trainings.	Staff durbars, trainings	• Frequency of inter–departmental meetings • % of departments submitting timely reports • Staff satisfaction level on internal communication flow	Metro Coordinating Director, Heads of Departments, HR Department
4.	To monitor, evaluate and demonstrate impact by assessing the effectiveness of communication and demonstration of results.	Beneficiary communities, youth groups, women's associations, opinion leaders	"Your feedback helps us to improve service delivery and development outcomes"	Suggestion boxes, town hall meetings, social media feedback, community monitoring teams	Bi – annually and term review sessions	• Number of feedback mechanisms in use • % of citizens satisfied with services • Number of issues resolved through citizen feedback	MPCU, Assembly members, Information Services Department
5.	To enhance transparency and accountability	Taxpayers, media, CSOs, NGOs, donor agencies	"The Assembly is committed to transparent use of resources for community benefit"	Public hearing, budget dissemination forums, press briefs, community scorecards	Annually, budget and performance reviews	• Number of public hearings held • % of citizens reporting improved access to budget information • Media reports on Assembly's accountability measures	Finance, Budget Unit, MCE, Information Department

6.	To mobilize support and resources for plan implementation	Development partners, private investors, diaspora community, NGOs	"Partnership with the Assembly will accelerate development in Metropolis.	Investment forums, brochures, partnership proposals, and MoUs	As and when the opportunities arise	• As and when the opportunity arises	Metropolitan Chief Executive, Development Planning Unit, Business Advisory Centre

Table 35: Dissemination of MTDP and Annual Progress Reports

S\N	Objectives	Activity	Audience	Purpose	Means of Communication	Timeframe	Indictor	Responsibility
1.	To disseminate the MTDP to all stakeholders for awareness and ownership	Organise stakeholder durbars and forums- print and distribute simplified MTDP copies	Traditional authorities, CSOs, NGOs, community leaders, private sector, youth/women groups, general public	• To inform stakeholders of development priorities and interventions and to promote ownership and participation	• Public durbars, stakeholder forums, workshops, printed copies, Assembly websites, local FM stations, social media	At the start of the MTDP (and mid-term review)	• Number of dissemination forums held (Percentage of stakeholder groups reached: Number of copies distributed)	Metropolitan Planning Coordinating Unit (MPCU), ISD, Assembly members
2.	To communicate the Annual Progress Report (APR) to demonstrate accountability and transparency	Hold public hearings to present APR- share APR findings via press briefings and media	General public, taxpayers, media, CSOs, development partners	• To present progress, achievement, and challenges in MTDP implementation and foster accountability and transparency	Public hearings, town hall meetings, press briefings, radio discussions, infographics/leaflets	Annually (after APR completion and submission to NDPC)	• Number of public hearings conducted and number of media reports covering APR	MPCU, Finance, Budget unit, ISD and MCE
3.	To engage sub-Municipal Structures in the dissemination of MTDP and APR	Conduct orientation/ training workshops- share briefing notes and circulars	Sub Metro councils, Unit committees, Assembly members	• To strengthen the role of sub-structures in cascading MTDP and APR information to communities	Training workshops, briefing sessions, circulars, WhatsApp/Email platforms	Bi-annually	Number of sub-structures oriented- Feedback reports received from sub-structures	MCD, MPCU, Sub-metro Council chairpersons
4.	To involve development partners and the private sector in supporting MTDP	Organise investment forums- develop and share partnership proposals	NGOs, Development partners, the business community, and the diaspora	• To encourage partnerships, mobilise resources, and promote investment opportunities aligned with the MTDP	• Investment forums, partnership dialogues, official reports, brochures, and MoUs	General Assembly, Mid-term review, and annually	Number of partnership meetings- Number of resources mobilised	MCE, Planning Unit, BAC
5.	To provide accessible citizen feedback mechanisms on MTDP and APR dissemination	Establish suggestion boxes at key locations, set up a social	Community members, opinion leaders,	To collect and address citizen feedback for improved service	Suggestion boxes, social media platforms, toll-free lines, and town hall meetings	Bi-annual reporting	• Number of feedback channels in use and number received	MPCU, ISD, Assembly

		media feedback system, and organise town hall meetings for feedback validation.	youth/women groups, PWDs	delivery and participatory planning				

8.3 Conclusion

The STMA Medium-Term Development Plan (2026–2029) represents a strategic and forward-looking blueprint for transforming the Metropolis into a model of inclusive, sustainable, and resilient development hub within the country. This can only be achieved when our needs and aspirations are rooted in participatory planning and aligned with national priorities and the Sustainable Development Goals. The Plan provides a coherent pathway for addressing existing developmental challenges while leveraging emerging on the many opportunities surrounding the metropolis for growth.

Its successful implementation will depend on the collective commitment of all stakeholders—government institutions, private sector actors, traditional leaders, civil society organizations, and the citizenry.

Through effective coordination, transparency, and accountability in execution, the Metropolis will not only strengthen its institutional capacity but also improve infrastructure, enhance livelihoods, and safeguard the environment for the present and the generation yet unborn.

Ultimately, this Plan sets the stage for realizing the long-term vision of a vibrant, equitable, and prosperous Metropolis where every resident enjoys an improved quality of life and dignity.

ANNUAL ACTION PLANS (2026-2029)

2026 ANNUAL ACTION PLAN -ECONOMIC DEVELOPMENT

Objective: To build Strong and Resilient Economy by 2029													
Programme: Revenue Mobilization and Improvement Program													
Project	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Plan and Execute 2027 Bill distribution Activities	Metro Wide						85,000.00					Budget and Rating Department	Finance Department
Embark on Data Collection and Cleaning Exercise	Metro Wide							25,000.00				Budget and Rating Department	Statistics department and Finance
Organise the 2027 Fee Fixing Consultative Meeting and Finalize the Resolution for Approval	Sekondi							90,000.00				Budget and Rating Department	Finance Department
Gazette the 2026 Fee Fixing Resolution	Sekondi						80,000.00					Budget and Rating Department	Finance Department
Organise Budget Committee Meetings	Sekondi							35,000.00				Budget and Rating Department	Finance Department
Organise Budget Hearings	Sekondi							15,000.00				Budget and Rating Department	Finance Department
Prepare 2027 Metropolitan Composite Budget	Sekondi							100,000.00				Budget and Rating Department	Finance and Dev't Planning
Launching of Budget Support Programme	Sekondi						20,000.00					Budget and Rating Department	Finance Department

Prepare Mid-Year Review and Supplementary Budget	Sekondi							25,000.00				Budget and Rating Department	Finance and Dev't Planning
Organise Social Accountability Forum	Sekondi							15,000.00				Budget and Rating Department	Finance and Dev't Planning
Prepare Budget Performance Reports	Sekondi							10,000.00				Budget and Rating Department	Finance and Audit Unit
Build and Maintain Business Register	Main Office							5,000.00				Statistics	MPCU
Conduct monthly market readings	Takoradi and Sekondi Markets					7,500.00		2,500.00				Statistics	GSS
Objective: To Promote Local Economic Development by 2029													
Programme: Development of Trade and Industries/Local Economic Development													
Organize Business Digitalization 4 Jobs Training for Women LED MSMEs	Metro wide								70,000.00			BAC	
Organize marketing for Businesses	Metro wide							70,000.00				BAC	GEA
Training for youth and Women within the Metropolis in soap making	Metro wide							30,000.00				BAC	
Distribution of Start Up Kits for Graduate Apprentices	Metro wide							30,000.00				BAC	
Monitoring of Beneficiaries of Start Up Kits	Metro wide							8,000.00				BAC	
Business Engagement with Artisans	Metro wide							30,000.00				BAC	
Business Engagement with various MSME	Metro wide							30,000.00				BAC	
ICT Training for the women	Metro wide							100,000.00				BAC	GEA
Regulatory Training for manufacturers /processors	Metro wide							80,000.00				BAC	
Redevelopment of Markets	Essikado Kojokrom								200,000,000.00			STMA	Private Sector
Construction of new Market stores	Essikado (Gyataho Roundabout), Zongo Estate					1,000,000.00	500,000.00	500,000.00	500,000.00			Works Dept	

Construction of new Market	Diabene, Anoe, Upper New Takoradi					1,000,000.00	500,000.00	500,000.00	500,000.00			Works Dept	
Construction of Fishmongers Shelter	European Town					500,000.00		500,000.00	1,000,000.00			Works Dept	
Construction of Multi-purpose Lorry station at Adiembra	Adiembra					700,000.00	250,000.00	250,000.00	1,000,000.00			Works Dept	
Revamping of WAMPCO (West African Mills Company Limited) Cocoa Processing Factory	Sekondi								930,000.00			STMA	Private Sector
Redevelopment of Artisanal Enclaves into Modern Craft and Industrial Zones	Sekondi-Takoradi								100,000,000.00			STMA	Private Sector
Construction of a Sea Salt Processing Plant	Essipon - Sekondi								300,000,000.00			STMA	Private Sector
Solar Panel Assembling Plant	Kansaworado Area								1,560,000.00			STMA	Private Sector
Rehabilitation and Extension of Fishmongers Shelter	European Town					2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00			Works Dept	BAC
Renovation of Lorry Station	Sekondi Asafo, Essikado					250,000.00	250,000.00	250,000.00	250,000.00			Works Dept	Transport Union
Construction of Lorry Park at Sekondi Railway Station	Sekondi					1,000,000.00	500,000.00		1,000,000.00			Works Dept	STMA
Redevelopment of Sekondi and Ebrufum Markets, Loading Bay, Main Spain lorry station and Automated bus terminal (STIMIP)	Sekondi Market Sofokrom, Nkroful Main Spain Takoradi								5,056,175.64			STMA	Private Sector
Renovation of Market	Lower New Takoradi						200,000.00	200,000.00				Works Dept	Traditional Authorities
Objective: Improve Agricultural Productivity leading to food security by 2029													
Programme: Agricultural and Rural Development													
Nurse, Plant and Nurture 1000 fruit trees for youth, aged and PWDs	Metro wide							400,000.00				Agric Directorate	NGO, RADU, EPA.TCDA
Organize 2027 Farmers Day Celebration	Yet to be decided							800,000.00				Agric Directorate	MMDA, Stakeholders

Support & organize sensitization on Feed Ghana programme	Metro Wide							10,000.00				Agric Directorate	Stakeholders, MMDA
Conduct yield studies on selected major crops/livestock	Metro wide							10,000.00				Agric Dept.	NGO, RADU, VSD
Organize training for 30 women farmers in wean mix, yoghurt, water melon preparation & packaging	Mampong Atiase, Bowohomodzen, Eshiem, Ntamaakrom							10,000.00				Agric Directorate	BAC, NGO, GSA, FDA, GHS
Organize monitoring home / farm visits by 3 AEAs, 5 Market Enumerators,2 Vet and 3 MAOs for Extension delivery & Market Data Collection	Metro wide							25,200.00				Agric Directorate	RADU, NGO
Organize one (1) district planning session & two (2) zonal planning sessions	Sekondi, Sofokrom, Mampong					5,000.00		28,000.00				Agric Directorate	NGO, FARMERS, RADU
Organize training workshop for 20 women & Agric staff on the inclusion of protein in diet of children	Dept of Agric office							8,000.00				Agric Directorate	GHS, NGO
Train 10 FBO executives on FBO Management safe & handling use of chemicals	Bakado							5,000.00				Agric Directorate	GHS, NGO, RADU, EPA.
Facilitate training on signing of MOU between catfish farmers (youth, women &PLWD) and aggregators on catfish production & processing	Sekondi							4,000.00				Agric Directorate	FDA, GSA
Organize training for 50 vulnerable farmers on Climate Smart Agriculture & Post Harvest Management on land use technologies	Sekondi							28,000.00				Agric Directorate	NGO, RADU, EPA
Conduct demonstration on row planting in maize and on eradication of endo/ecto- parasites in small ruminants for 20 youth farmers	Metro wide							8,000.00				Agric Directorate	VSD, RADU, NGO
Collate and compile project activities report quarterly & annually	Metro wide							5,000.00				Agric Directorate	RADU, NGO, VSD

Conduct monitoring of field activities by MCE, MCD & some selected HODs	Metro Wide							4,000.00				Agric Directorate	MMDA, NGO, RADU
Organize, train & sensitize 100 farmers on improved plantain management & improved seeds at the community level	Metro wide							20,000.00				Agric Directorate	CSIR, RADU
Organize training on urban agriculture (Animal husbandry) for 30 youth farmers on production & management of quality fingerlings	Metro wide							5,000.00				Agric Directorate	TCSPP, RADU, CSIR
Objective: Develop and expand the tourism industry for economic development by the end of 2028													
Programme: Tourism and Creative Arts Development Programme													
Restoration of historic sites and colonial buildings	Sekondi, European town								5,000,000.00			STMA	Traditional Council
Facilitate the organization of Annual Masquerading Carnivals to boost domestic tourism	Takoradi							40,000.00				Public Relation Unit	Takoradi Sub Metro, Ghana Tourism Authority
Facilitate the organization of "Yesu Asor "Easter Carnivals at Sekondi and Communities Fest at Adiembra, Kweikuma, Nkotompo, Ekuasi/Essaman to boost domestic tourism	Sekondi							30,000.00				Public Relation Unit	Sekondi Sub Metro
Support the celebration of Kundum Festival to boost domestic tourism	Metro wide							40,000.00				Public Relation Unit	Traditional Councils
Support the observation of the Western Regional, National Day of Prayer & Thanksgiving	STMA, WRCC & EKMA			*				30,000.00				Public Relation Unit	Sub Metros
Organise Stakeholders' Engagement and Community Relation	Metro wide							35,000.00				Public Relation Unit	PRCC, Hon. Assembly Members
Organise Annual Engagement with Media Practitioners	Metro-Wide							25,000.00				Public Relation Unit	GJA, Media Houses

Organize media programmes to educate the public on policies, programs and service of the Assembly	Selected Radio Stations & CIC Centers							40,000.00				Public Relation Unit	Media Houses
Content Strategy & Digital Presence								80,000.00				Public Relation Unit	MIS Procurement
Facilitate the development of Monkey Hill into a Nature Park (eco-tourism)	Takoradi							100,000.00				STMA	Sub Metros
Celebration Of Sakeva Festival	Metro wide								1,000,000.00			STMA	TCSPP

2026 Annual Action Plan: Social Development Dimension

Objective: Enhance the implementation of inclusive education programs in the Metropolis by 2028													
Programme: Education Access, Equity, and Quality Improvement Programme													
Organize my first day at school	Metro wide							15,000.00				Metro Education Directorate	Central Administration
Organize BECE mock exams for BECE candidates	Metro wide						150,000.00	90,000.00	60,000.00			Metro Education Directorate	Central Administration
Organise pre–Independence Day Celebration for KG schools in the metropolis	Metro wide								24,000.00			Metro Education Directorate	Central Administration
Organize STMIE	Metro Wide						25,000.00					Metro Education Directorate	Central Administration
Support for Inter-District sport festival	Metro wide						50,000.00					Metro Education Directorate	Central Administration
In- service training for newly recruited teachers	Metro Wide						12,000.00					Metro Education Directorate	Central Administration
Preparation of Annual District Education Operational Plan (ADEOP)	Metro Wide						15,000.00					Metro Education Directorate	Central Administration

Support for Basic Education Certificate Examination (BECE) (Monitoring, Distribution etc.)	Metro Wide						20,000.00					Metro Education Directorate	Central Administration
Drilling & Construction of 5No. Mechanized boreholes with 10,000 lts polytank	Essikafo No.3, New Takoradi crossing area,Airport ridge(sawmill), Beach road,Adakope						3,000,000.00					Works Dept	MEHU
Construction of new classroom block with toilet facility	Nkroful Primary School, Nketsiakrom (Nkansa School)					2,500,000	2,500,000.00					Works Dept	GES
Construction of new modern youth center and modern library	Kojokrom,Mpinstin Sofokrom & Inchaban Nkwanta					1,000,000.00	1,000,000.00	1,000,000.00	200,000.00			Works Dept	GLA
Rehabilitation of school buildings	Ketan, Yesuado Model School						200,000.00	200,000.00				Works Dept	GES
Construction of fence wall & sectional repair of roof leakages for Bishop O'rorke Anglican Basic school at Takoradi and other cluster of schools	Essikafoambantem No. 1, freeman methodist school airport, Kobina Gyan school,o'roke Anglican					500,000.00	500,000.00	200,000.00				Works Dept	GES
Construction of new I.C.T lab	Upper New Takoradi						250,000.00	250,000.00				Works Dept	GES
Construction of day care centre in main Spain	Main Spain					500,000.00			1,000,000.00			Works Dept	SOCIAL WELFARE/GES
Construction of new teachers' bungalow	Ntaamakrom						1,000,000.00		500,000.00			Works Dept	GES
Renovation of 5No. Basic Schools	Dr. Osam Pinanko, AME Zion JHS, Anoe D/A Primary School, Nassiriya Islamic Basic School, Kansaworado Catholic Basic School)						300,000.00	300,000.00				Works Dept	GES, GLOCEF. Conservation Foundation

Construction of 1No. 6Unit Classroom Block with Offices, ICT Office and WC Toilet Facility	Nana Kobina Gyan								799,990.83			Works Dept	Metro Education Directorate
Construction of 1No. 3-Unit Classroom Block with Offices and Storeroom	Prophet Nkansah-Kojokrom								580,445.00			Works Dept	Metro Education Directorate
Emergency Sectional Reroofing of Nkroful M/A Basic School	Nkroful								61,510.00			Works Dept	Metro Education Directorate
Construction of 1No. Kindergarten Block	Metro Wide								700,000.00			Works Dept	Metro Education Directorate
Procurement of 300 No. Octagon Tables and Chairs for Kindergarten Schools	Metro Wide								350,000.00			Works Dept	Metro Education Directorate
Procurement of 1200 No. Dual Desks for Primary Schools (Public)	Metro wide								756,000.00			Works Dept	Metro Education Directorate
Procurement of 1200 No. Mono Desks for Junior High School	Metro Wide								708,000.00			Works Dept	Metro Education Directorate
Procurement of 200 No. Teachers' Tables and Chairs	Metro Wide								450,000.00			Works Dept	Metro Education Directorate
Supply of 800 No. Furniture	Metro Wide								490,500.00			Works Dept	Metro Education Directorate
Repair and Maintenance of Broken-down School Furniture	Metro Wide								433,119.83			Works Dept	Metro Education Directorate
Construction of Teacher's Accommodation and Provision of Furniture at Mbredane and Ntaamakrom	Mbredane / Ntaamakrom								401,394.09			Works Dept	Metro Education Directorate
Construction of 1No.6-Unit Classroom Block	Kansaworado					1,000,000.00	500,000.00		1,000,000.00			Works Dept	Metro Education Directorate

Community Sensitization and Radio Discussion on Complementary Education Activities	Metro Wide						50,000.00					Complementary Education	NCCE, NADMO, ISD
Organize Literacy Day Celebration	Sekondi								50,000.00			Complementary Education	STMA. NGOs
Objective: Promote sports and youth development by 2028													
Programme: Sports and Recreational Development													
Construction of new community center	Ngyiresia/ Mempeasem,Amanful West,Main Spain etc					3,750,000.00	3,750,000.00	3,750,000.00	3,750,000.00			Works Dept	Private Sector
Constructing a new information centre	Cassava farm, Presby electorial Area							500,000.00				Works Dept	
Construction of new football park	Mpintsin, Essipon					2,000,000.00	2,000,000.00	1,000,000.00	1,000,000.00			Works Dept	Private Sector
Rehabilitation of the football park	Mpentemnsrew					500,000.00	500,000.00	500,000.00	500,000.00			Works Dept	STMA
Public Event and International Conference centre	Takoradi								50,000,000.00			STMA	Private Sector
Objective: Improve access to safe, reliable and sustainable water supply services for all by 2029													
Programme: Water and Environmental Sanitation Improvement													
Rehabilitation of bore hole	Essaba (Ntankoful							50,000.00				Works Department	Private Sector
Extension of Water	Mpinstin, Sofokrom, Inchaban Nkwanta					100,000.00	100,000.00	100,000.00	100,000.00			Works Department	Private Sector
Construction of New Mechanized borehole	Mpentemnserew, Bakaekyir,Adiembra,Essikafoambantem No.2(Other Areas)					100,000.00	300,000.00	100,000.00	500,000.00			Works Department	Private Sector
Provision of potable Water	Beach Road						40,000.00	40,000.00				Works Department	Private Sector

Provision of Mechanised Water System for communities	Zongo Estate							120,000.00				Works Department	Private Sector
Establishment of community Water Network System	Metro Wide								50,000,000.00			STMA	Private Sector
Objective: Enhance public safety and security by 2028													
Programme: Peacebuilding, Community Safety & Police-Community Partnerships													
Electricity Extension	Ngyiresia,Essikafoambantem No. 1, European Town,Eshie						1,000,000.00					Works Dept	ECG
Provision of Streetlight	Beach Road,North/South Chapel Hill, Beach Road					1,000,000.00	1,000,000.00					Works Department	
Rehabilitation/Regular Maintenance of street lights	Airport Ridge,Essikafoambantem No. 2, Takoradi Presby, Asafo,Cassava Farm						100,000.00	100,000.00				Works Department	Urban Road
Construction of Fire Station	Assemensudo, Kojokrom, Essikado, kansawrodo,Lower New Takoradi					1,500,000.00			1,000,000.00			Works Department	GNFS
Extension of Sea Defence	Assemensudo					150,000,000.00			50,000,000.00			STMA	Ministry of Works and Housing
Construction /renovation of Police Station	Essikado, BU, Lower New Takoradi, Main Spain, Adiembra						400,000.00	400,000.00				Works Department	Ghana Police
Objective: Strengthen healthcare management system supplies by 2029													
Programme: Health Systems Strengthening and Disease Control													

Construction of new CHPS compound	Eshiem,Kasaworado Ntankoful, Zongo, Bakado, Mpinstin,Sofokrom, Inchaban Nkwanta, Bakayeir, Adiembra,Assemensudo,						6,250,000.00	6,250,000.00	6,250,000.00			Works Dept	GHS, Private Sector
Refurbishment of Hospital Building and furnishing of Specialized Modern Hospitals for Major referrals	Essikado						500,000.00	500,000.00				Works Dept	GHS, Private Sector
Conduct quarterly monitoring and supportive supervision on routine immunization.	Metro wide							3,240.00				Metro Health Directorate	Ghana health Service
Conduct quarterly HIV/AIDS review meetings.	Metro wide								8,360.00			Metro Health Directorate/ HIV Focal Person	Ghana health Service
Conduct awareness creation on the 90-90-90 goal through media platforms	Metro wide						10,000.00		10,000.00			Metro Health Directorate	Ghana health Service
Organize quarterly HIV Testing Services (HTS) by utilizing public gatherings e.g.: festivals, political events, schools and community outreach)	Metro Wide						10,000.00					Metro Health Directorate/ HIV Focal Person	Ghana health Service
Organize World AIDs Day Celebration	Metro Wide						4,000.00	5,000.00	4,000.00			HIV Focal Person	Ghana health Service, NGO
Objective: Ensure that children's rights and welfare are protected													
Programme: Child Protection and Development													
To provide 250 case management services to 400 children including family tracing and reunification of children in residential home.	Metro wide								30,200.00			SW&CD	MPCU UNICEF
To promote family and child welfare policy	Metro wide								10,100.00			SW&CD	UNICEF MPCU

To regularized activities of 60-day care centres	Metro wide					5,000.00		50,000.00				SW&CD	MPCU
To render social services to 2 hospitals	Metro wide					4,000.00						SW&CD	MPCU
Support 30 persons with disabilities (PWDs)	Metro wide						400,000.00					SW&CD	MPCU
To provide social protection	Metro wide								1,150,980.00			SW&CD	MPCU
To embark on social education on social issues	Metro wide							5,000.00				SW&CD	MPCU Gender Desk
To provide adult education for 2 groups	Metro wide					2,000.00						SW&CD	MPCU
To provide skill development training for 2 income generating groups	Metro wide					5,000.00						SW&CD	MPCU
Organize sensitization programme for community members to advocate for prevention of SGBV in the Metropolis	Sekondi							6,250.00				Gender Desk Officer	SWCD/ GES/ CSOs
Organize Gender Modelling Concept for communities	Essikadu-Ketan, Sekondi,Takoradi							15,000.00				Gender Desk Officer	SWCD/ CSOs
Preparation of unified tools/forms on the collection of data about delivered activities	Metro Wide							5,000.00				Gender Desk Officer	Statistics MPCU
Conduct capacity building on gender mainstreaming and gender-responsive budgeting	Sekondi					5,000.00		7,500.00				Gender Desk Officer	MPCU
Organize adolescent reproductive health campaigns	Diabene Kojokrom, Essipon Reproductive health centers							3,750.00				Gender Desk Officer	SWCD/ GHS/GES/ CSOs
Objective: Enhance hygiene and sanitation for all by 2028													
Programme:Water and Environmental Sanitation Improvement Programme													
Premises Inspection	Metro Wide							152,000.00				EHSU	W M D
Food Hygiene and Safety	Metro Wide							35,000.00				EHSU	F D A, G T A, VETERINARY

Disinfection & Disinfestation (Fumigation)	Metro Wide					590,000.00						EHSU	WMD, ZOOMLION
Construction of 2No.6-seater water closet toilets facility with mechanized borehole	St,Anne basic sch,Ahanta Mampong basic sch.						2,500,000					Works Department,	EHSU
Health Education & Promotion Activities	Metro Wide							495,000.00				EHSU	PRO, MHD
Law Enforcement	Metro Wide							6,000.00				EHSU	LEGAL DEPT
Capacity Building	Departmental Level							85,000.00				EHSU	HRD
Environmental Management Control	Metro Wide								215.00			EHSU	EPA, WMD
Update On Environmental Health Baseline Data	Metro Wide							75,000.00				EHSU	WMD

2026 Annual Action Plan: Environment, Infrastructure and Human Settlement

Objective: Promote sustainable, well-planned human settlements and affordable housing for all													
Programme: Drainage and flood control Prevention Programme													
Industrial / institutional visitation	Metro wide					9,640.00						NADMO	GNFS
Public sensitization of environmental protection activities.	Metro wide					40,518.00						NADMO	GNFS, STMA, MEDIA HOUSE, MEHU
Training & Capacity building for staff NADMO Staff	Metro wide					9,990.00						NADMO	GNFS & ISD
Green Ghana	Metro wide					1,500.00						NADMO	FORESTRY COMMISSION
Community Engagement	Metro wide					11,248.00						NADMO	ASS MEM, OPINION LEADERS, IDS, GNFS
Dredging and desilting of drains	Metro wide					6,000.00						NADMO	M EHU
Undertake Simulation Exercise	Metro wide					10,550.00						NADMO	GNFS, GAS,

International day for disaster risk reduction (IDDR) Celebration	Metro wide					9,250.00						NADMO	ASS. MEM.,
Clean-up exercise	Metro wide					12,480.00						STMA	ZOOMLION, NADMO
Form DVG/ DVC in communities	Metro wide					51,240.00						NADMO	ASS. MEM,
Media sensitization	Metro wide					7,850.00						STMA	Media Houses
Objective: Improve access to sustainable environmental sanitation services by 2029													
Programme: Water and Environmental Sanitation Improvement													
Integrated Bio-Digestion and Recycling Plant	Sofokrom								125,000,000.00			Waste Management Department	MEHU, Zoomlion
Modernization of Waste Collection Infrastructure	Selected Area including Bronyikrom, Bonsokrom								10,000,000.00			Waste Management Department	MEHU, Zoomlion
Sofokrom Landfill Gas Capture and Management System	Sofokrom								11,250,000.00			Waste Management Department	C40
Community Based Waste Segregation and Education Program	Metro wide								9,500,000.00			Waste Management Department	MEHU
Support for the Informal Waste Pickers and Circular Economy	Metro wide								2,000,000.00			Waste Management Department	Zoomlion
Implement a City-Wide Smart Waste Management Project (CWSWMP)	Sekondi Sofokrom Mpintsim								450,000,000.00			STMA	Zoomlion
Objective: Enhance safety and security for all categories of road users at the end of the planned period 2029													
Programme: Peace-building, Community Safety & Police Partnerships Programme													
Mobilisation of the District Road Safety Committee to coordinate road safety activities	Metro Wide					20,000.00	10,000.00					National Road Safety Authority	MURD

Stakeholder Engagements (Transport Operators, Road Safety Actors (NGOs etc)	Metro Wide					28,000.00		5,000.00				National Road Safety Authority	MURD
Media Engagements on road safety programmes	Metro Wide						8,000.00	7,000.00				National Road Safety Authority	Media Houses
Facilitation of Registration, Licensing & Permitting of Regulated Entities	Metro Wide						8,000.000					National Road Safety Authority	DVLA
Facilitation of Continuous Professional Development for Safety Leaders (Transport Managers, RSOs, Technicians etc.)	Metro Wide						20,000.00	6,000.00				National Road Safety Authority	MURD
Inspections of Road Infrastructure (Work zone Safety)	Metro Wide					10,000.00	8,000.00	5,000.00				National Road Safety Authority	DoT
Road Furniture & Environment Inspections (Pedestrian Obstructions, Non-functioning Traffic Lights, Abandoned Trucks, Billboards, etc)	Metro Wide					10,000.00	7,500.00					National Road Safety Authority	MURD/DoT
Pre-Trip Inspections at Terminals, Rest stops and designated places	Metro Wide					26,000.00	6,000.00					National Road Safety Authority	MURD/DoT
Operational Audit (Transport Dept/Units and other entities)	Metro Wide					4,000.00	5,000.00					National Road Safety Authority	MURD/DoT
Road Safety Outreaches (School Education, Terminal Education, Church & Mosque Education, Community Outreaches (includes night education programmes, education at community centers, markets and for recognized bodies)	Metro Wide					52,000.00	12,000.00					National Road Safety Authority	URD/DoT
TV and Radio Education Programmes	Metro Wide						13,000.00	10,000.00				National Road Safety Authority	ISD

Coordinated Compliance Operations with relevant stakeholders (DVLA, MTTD, Assembly Guards, etc.)	Metro Wide					60,000.00				*		National Road Safety Authority	DVLA/MTTD
Objective: Promote sustainable spatially integrated development of human settlements by the end of 2029													
Programme: Drainage and flood control Prevention Programme													
Public Awareness of Development Control	Metro Wide							9,000.00				PPD	Works
Development Control/Management	Metro Wide							145,656.00				PPD	Works
Organize 12 SPC meetings and TPC meetings	STMA Office							30,000.00				PPD	SPC
Organize 12 Technical Site inspection	STMA Office							25,000.00				PPD	TSP
Objective: Promote sustainable urban development by the end of 2028													
Programme: Drainage and flood control Prevention Programme													
Implementation of SEACAP Activities	Metro wide						260,000.00	400,000.00	10,000,000.00			Development Planning Unit	Private Sector
Facilitate Implementation of Urban Transition Mission	Metro wide								150,000.00			Development Planning Unit	Private Sector
Implementation of Nature-Based Solution Sekondi Takoradi Flood Resilient Project	Metro wide					25,000,000						URD	MWD
Objective: Enhance safety and security for all categories of road users by the end of 2029													
Programme: Peacebuilding, Community Safety & Police-Community Partnerships Programme													
Routine works on Selected Roads in Sekondi-Takoradi Metropolis (Grading, Gravelling, Kerb Cleaning, Pothole Patching and Drain Repairs)	Metro wide					10,000,000.00	10,000,000.00	2,000,000.00				Urban Roads Dept	Private Sector/Regional Urban Roads/Works Department
Periodic Maintenance (Asphaltic Overlay	Metro wide					16,000,000.00						Urban Roads Dept	Transport Department

Development of Traffic and Safety Infrastructure (including pedestrian walkways, rumble strips, etc.)	Metro wide					5,000,000.00	1,000,000.00	500,000.00				Urban Roads Dept	Works Dept
Upgrading of Gravel Roads to Bituminous Roads	Mpinstin, Essipon, European Town, Aiport Ridge, Upper New Takoradi, Nsawum, Beach Road					425,000,000.00						Urban Roads Dept	Works Dept
Reconstruction of Ntwaaban Nkwanta Road	GFZA main road					156,000,000.00			13,000,000.00			Urban Roads Dept	MWD
Rehabilitation of local roads	Zongo/Estate, European Town, Asafo, Assemensudo, Beach Road, etc.					7,500,000.00						Urban Roads Dept	Works Dept
Partial Reconstruction of roads	Sofokrom Road, Sahara Avenue, Resource Avenue					121,000,000.00						Urban Roads Dept	Works Dept
Construction of Access Road	Ekuasi, Essaman-Bakaekyir					8,000,000.00						Urban Roads Dept	Works Dept
Bridge Construction works and river dredging (including design and consultancy fees)	Adakope Kokompe					9,000,000.00						Urban Roads Dept	Works Dept
Rehabilitation of footbridges	Bakado, Diabene Adakope,Kokompe						2,000,000.00					Urban Roads Dept	RUR/MWD
Registration of new vehicles to enter the CBD	Main Office							1,500.00				DoT	Metro Guard Unit
Organize surveys at major transport terminals to obtain information	Metro wide							10,000.00				DoT	Metro Guard Unit
Organize periodic surveys on all transport routes and services within STMA	Metro wide							3,500.00				DoT	Metro Guard
Conduct time level surveys to ascertain journey times at respective periods on all major arterial routes.	Metro wide							5,000.00				DoT	Metro Guard Unit

Conduct study into the floating operations phenomenon and propose measures to curb them.	Metro wide							6,000.00				DoT	MTTD
Liaise with the Regional Executives of all Union to lead registration exercise for the terminals under their jurisdiction	G.P.R.T.U/ PROTOA Office							5,000.00				DoT	MTTD
Collect data on terminal and operational information	Metro wide							6,000.00				DoT	SD
Conduct inspection and verification of terminal facilities and vehicle inspection	Metro wide							5,000.00				DoT	Driver Union/MWD
Organize needs assessments engagement for transport operators	Metro wide							5,000.00				DoT	Development Planning Unit
Engage with local communities to understand their needs and priorities for active mobility	Metro wide							7,000.00				DoT	Development Planning Unit.
Organize walking and cycling competition for cycling clubs with the basic and secondary schools within the metro.	Metro wide							30,000.00				DoT	Development Planning Unit.
Educate all transport unions/operators, drivers and the general public on the benefits of walking/cycling and its positive impact on health and the environment.	Metro wide							10,000.00				DoT	Planning Unit.
Plan and organise meetings with Regional, Branch and Station Executives of Transport Unions on public transport policies and programs.	Metro wide							9,000.00				DoT	Sub. Metro
Plan and carry out periodic visits to various Transport Unions offices and their monthly regional meetings.	Metro wide							3,500.00				DoT	Sub Metro
Organize meetings with all transport related institutions such as NRSC and Police MTTD at Regional and Metro levels.	Metro wide							5,000.00				DoT	NRSC

Educate Sub-Metro Administrators and Transport Focal Persons on all transport related policies (local and national laws)	Metro wide							2,000.00				DoT	URD
Organize basic orientation programs for development sub-committee on all transport related policies (local and national laws)	STMA							8,000.00				DoT	URD
Facilitate the Re-marking of all faded road line markings and zebra /pedestrian crossings.	Metro wide							50,000.00				DoT	MURD
Facilitate the demarcation of all existing stopping places and lay-bys.	Metro wide							30,000.00				DoT	MURD
Advocate for the Installation of all road signs.	Metro wide							70,000.00				DoT	MURD
Identify critical areas along major arterials for Construction of designated stops.	Metro wide							100,000.00				DoT	MURD
Organize walking and cycling promotions and events for various terminal/station to involve them on the active mobility conversation.	Metro wide							20,000.00				DoT	Development Planning Unit.
Collect data on revenue from lorry terminals in the metropolis.	Metro wide							4,500.00				DoT	Driver Unions
Conduct time level surveys to ascertain journey time times at respective periods on all major arterial routes.	Metro wide							10,000.00				DoT	Metro Guard Unit
Conduct study into the floating operations phenomenon and propose measures to curb them.	Metro wide							10,000.00				DoT	MTTD
Liaise with Metro Urban Roads Department to develop bike lanes on some selected roads to encourage cycling as mode of transportation	Metro wide							200,000.00				DoT	MURE
Create pedestrian-only zone in high density areas to prioritize pedestrian safety and accessibility	Metro wide							50,000.00				DoT	MURD

Improve public transportation services and the bus system to make it more accessibility, reliable and efficient.	Metro wide							30,000.00				DoT	MURD
Completion of STMA 3-Storey Green Technical Office complex with conference rooms, furniture and external works	Sekondi-Urban Roads								20,000,000 .00			STMA	EU
Sustainable Urban Mobility and Transport Project	Sekondi - Takoradi								1,560,000, 000.00			STMA	MURD
Objective: Strengthen flood control and drainage systems to reduce disaster risks by 2029													
Programme: Drainage and flood control Prevention Programme													
Desilting of Gutter and Drains	Enoekuma and Wages, Bakaekyir Pariscoa, Beach Road, Cassava farm					750,000.00						MWD	URD
Implementation of drainage master plan in the Whin, kansawura, Buiwen, Pokuantra, Anakwari Basin (including the lining of channels and construction of box culverts)	Metro wide					550,328,256. 00						Urban Roads Dept	MWD
Construction of 0.6 u-drain along selected roads	Essikado East and West					2,000,000.00						Urban Roads Dept	MWD
Construction of 0.9m pipe culverts	Airport Ridge, Mpentemnsrew, Sofokrom Landfill, Mpintsin, Ngyiresia, Agric New Site, Kweikuma, Adiembra					1,440,000.00						Urban Roads Dept	MWD
Construction of 1.2m pipe culverts	Anoe Twabewu, Airport Ridge, Kansawrodo, Essaman					960,000.00						Urban Roads Dept	MWD
Construction of double 0.9m pipe culverts	Benyakrom, Anoe Newsite					450,000.00						Urban Roads Dept	MWD

Construction of double 1.2m pipe culverts	Airport Ridge, Ngyiresia, Agric New Site, Kweikuma					900,000.00						Urban Roads Dept	MWD
Dredging of Ayere lagoon	Airport Ridge								60,000,000.00			WMD	Urban Roads Dept
Gound Preparation and Provision toilet Container	Ngyinamoabakam, Anafo						1,100,000.00					WMD	MEHU
Construction/Rehabilitation of Toilet Facility and Washroom	Mampong Community School, Ahanta Abasa Basic school, Essikado New Town, Mpentemnserew, STMA Primary, Agric Community, Nana Nketsia basic School, Zongo Estate, etc					1,000,000.00	4,000,000.00	1,000,000.00	3,000,000.00			STMA/ Works Dept	MEHU
Fumigation	Beach Road							100,000.00				WMD	MEHU

2026 Annual Action Plan: **GOVERNANCE AND INSTITUTIONAL DEVELOPMENT**

Objective: Deepen political, financial and administrative decentralization by 2029													
Programme: Peacebuilding, Community Safety & Police-Community Partnerships Programme													
Organize at least three (3) General Assembly & Metropolitan Authority meetings, and all other sub-committee meeting	STMA Office								450,000.00			Central Administration	Assembly Members, Sub-metros
Renovation of Metropolitan Chief Executive Official Residence at Sekondi	Sekondi						700,000.00					Works Department	Central Adm.
Repair and painting of STMA main office block at Sekondi	Sekondi						600,000.00					Works Department	Central Adm.
Drilling & Construction of 5No. Mechanized boreholes with 10,000 lts polytanks	Railways quarter,Adiembra,Ntaamakrom,Atease						1,500,000.00					Works Department	EHSU
Organize 2no. Town Hall Meeting	Selected Communities							100,000.00				Development Planning Unit	Budget, PRO, Assembly Members
Organise MPCU Meetings	Metro Wide							40,000.00				Development Planning Unit	MPCU

Monitoring and evaluation of programmes and projects	Metro Wide						100,000.00	104,000.00				Development Planning Unit	MPCU, Assembly Members
Compilation of Administrative data	Metro-Wide						2,500.00	2,500.00				Statistics	MPCU
Training of officers on survey implementation procedures	Main Office						10,000.00	45,000.00				Statistics	GSS/ HR
Compilation of Administrative data	Metro-Wide					2,500.00		2,500.00				Statistics	MPCU
Conduct spatial analysis of population against Health, education and other facilities	Main Office							3,750.00				Statistics	PPD
Produce data for annual report	Metro-Wide					7,500.00		6,250.00				Statistics	MPCU
Monitor and evaluate statistical programmes	Metro-wide					2,500.00		3,750.00				Statistics	MPCU
Child Protection Environmental Governance	STMA					6,000.00						SW&CD	NCCE
Constitution Week, Citizenship Week, & World Environmental Celebration	STMA						15,000.00					NCCE	ADMO/GES
Peaceful Coexistence Environmental Governance	STMA						6,000.000					NCCE	ISD
Security And Substance Abuse Environmental Governance	STMA						6,000.00					NCCE	ISD
Training of Six (7) Staff on Training & Development and Strategic HRM	STMA Main Office							14,000.00				HR Dept	Adm. Dept
Procurement of one (2) Desktop Computer	STMA Main Office					25,500.00						HR Dept	MIS Unit, Procurement Unit
Development of HR Policies & Guidelines (Training, Recruitment, Promotion, Residential Accommodation, NSP/Attachment)	STMA Main Office							14,000.00				HR Dept	Central Administration, Internal Audit, Estate
Staff Selection and Recruitment Coordination and implementation	STMA Office							18,400.00				HR Dept	Central Administration
IGF Staff Compensation	STMA Office							2,380,722.30				HR Dept	Central Administration
Recruitment (Training & Recruitment of 45 Metro Guards)	STMA Office							350,000.00				HR Dept	Central Administration

Preparation of Training Needs Assessment and Annual Composite Capacity Building Plan for 2027	STMA Office							7,000.00				HR Dept	All Depts/Units
Post-Training Impact Assessment	STMA Office							8,400.00				HR Dept	All Depts/Units
Monthly Validation of salaries	STMA Office							8,400.00				HR Dept	All Depts/Units
Staff progression facilitation and processes (promotions, upgrading, conversion etc.)	STMA Office							8,400.00				HR Dept	All Depts/Units
Updating Human Resource Management Information System (HRMIS)	STMA Office							4,200.00				HR Dept	MIS
Preparation of Compensation Budget -2027	STMA Office							8,400.00				HR Dept	All Depts/ Units
Co-ordinate Performance Management System (Staff Performance Appraisal & Performance Contract	STMA Office							9,200.00				HR Dept	All Depts/ Units
Monthly update of Nominal Roll	STMA Office							4,200.00				HR Dept	All Depts/ Units
Undertake staff Audit & Monitoring	STMA Office							8,400.00				HR Dept	All Depts/ Units
Preparation and Compilation of Job Description/ Schedules for Staff	STMA Office							8,400.00				HR Dept	All Depts/ Units
End-of Year Package for Staff and Assembly Members	STMA Office							280,000.00				HR Dept	All Depts/ Units
Surveillance Award for non-permanent IGF staff	STMA office							20,000.00				HR Dept	Finance Dept., Budget &Rating
Workmen's compensation	STMA office							60,000.00				HR Dept	Finance &Legal Dept
Posting/Transfer Grants and travelling expenses	STMA office							120,000.00				HR Dept	Finance, Budget & Rating Dept.
Assembly Members/ Staff Welfare (Funerals, Medical Support, Wedding, etc)	STMA office							120,000.00				HR Dept	Central Administration
Organize Orientation for Newly Posted Staff, NSP and Attachment Students & end of service package for NSP	STMA office							65,200.00				HR Dept	Finance & Administration departments
Organize Best Worker Award Scheme (for all Staff Categories)	STMA office							45,000.00				HR, Department	All Depts./Units

Organise 2 no. Staff Durbars	STMA office							60,000.00				HR, Department	All Depts./Units
Refund of Medical Expenses	STMA Office							80,000.00				HR, Department	Central Administration
Organise six (6) Training from the 2026 Composite Capacity Building Plan	STMA Office					45,000.00		215,000.00	30,000.00			HR Dept.	Finance/ Budget/ Internal Audit
Training for Hon. Assembly Members	STMA Office					54,000.00		135,000.00	27,000.00			HR Dept	Central Administration
Supply of 4 NO. Biometric (FP) Clocking Device	STMA Office					45,000.00		25,500.00				HR, Dept	MIS, Procurement
Procure table top computer for the department	DoT Office							15,000.00				Procurement Unit	DoT, Central Admin.
Procure storage device for back up of all transport data	DoT Office							15,000.00				Procurement Unit	DoT,
Procure Stationary, Tyres, Batteries and Chemicals for Office derating and spraying	STMA Office							12,000.00	320,000.00			Procurement Unit	Budget Dept. Audit Unit, Sub-metros
Supply and Distribution of Uniforms for Metro Guards	STMA Office							100,000.00				Procurement Unit	Metro Guards
Procure one pick-up for official use	STMA-Main Office							300,000.00				Central Administration	Procurement
Procure one air-condition for the department	DoT office							6,000.00				Procurement Unit	Central Admin
Provide one table top-freeze for the department	DoT office							1,000.00				Procurement Unit	Central Admin
Organize Public Education on Registration of Marriages (Electronic Media & Church platforms)	Metro wide					12,000.00						Legal Unit	Central Admi. MPCU
Organize Seminars and workshops for Heads of Churches, Marriage Officers and Church Administrators/inspection of public places of worship	Metro wide							12,000.00				Legal Unit	Central Admi. MPCU
Organize ADR training for members of the complaints committee of the Assembly	Metro wide					12,000.00						Legal Unit	Central Admi. MPCU, CHRAJ

Supervision of Criminal Prosecution	Metro wide							5,000.00				Legal Unit	Central Admi.
Organise biannual business Breakfast Meetings with Mayor	Hired Venue							40,000.00				Public Relation Unit	Media Personnel
Organise annual high-profile event to build PPP. (Mayors Ball)	Hired Venue							35,000.00				Public Relation Unit	Private Sector, Media Personnel
Maintenance of IT Equipment and Replacement of Computers and Printers	Main Office							20,000.00				MIS	Proc. Unit
Training on Smart Workplace Platform for all Staff	Main Office							10,000.00				MIS	HR Dept
Training on E-Governance Platform for Specific Departments/Units and Assembly Members	Main Office							15,000.00				MIS	HR Dept PM
Media Coverage for Website Update (NITA Hosting)	Main Office							35,000.00				MIS/ PRU	Other Departments
Procurement of office equipment & Furniture for Internal Audit Unit	STMA Office							60,000.00				Internal Audit Unit	Procurement Unit
Organize Audit Committee Meetings	Main Office							74,500.00				Internal Audit	Central Adm
Organize Annual Internal Audit Forum	Main Office							15,000.00				Internal Audit Unit	Central Adm.
Organize Internal Auditor's Congress	Main Office							8,000.00				Internal Audit Unit	HR Department
Capacity building of IAU's Staff	Main Office							36,000.00				Internal Audit Unit	HR Department
Preparation of Annual Audit Plan 2026 (stakeholders' engagement, stationery and fuel)	Main Office							8,000.00				Internal Audit Unit	All Department, Sub-metros
Preparation of Quarterly Report 2025 (stakeholders' engagement, stationery and fuel)	STMA office							40,000.00				Internal Audit Unit	All Department, Sub-metros

2026 Annual Action Plan: **INTERNATIONAL RELATION**

Preparation of 2026 Voluntary Local Review	Main Office							20,000.00				Development Planning Unit	HoDs
Implementation of Smart SDG Cities Project	Metro Wide								400,000.00			Development Planning Unit	MPCU

Implementation of STMA OGP local Action Commitments	Metro Wide								60,000.00			STMA	MEHU, Dev't Planning Unit, PRU, FoN
Facilitate Implementation of Urban Transition Mission	Metro Wide								150,000.00			Development Planning Unit	Private Sector
Implementation of Nature-Based Solution Sekondi Takoradi Flood Resilient Project	Metro Wide								30,000,000 .00			Development Planning Unit	Private Sector

2027 ANNUAL ACTION PLAN

Objective: To build Strong and Resilient Economy by 2029													
Programme: Revenue Mobilization and Improvement													
Project	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q2	Q3	Q 4	GoG	DACF	IGF	Others	New	Ong oin g	Lead	Collaborati ng
Plan and Execute 2028 Bill distribution Activities	Metro Wide						85,000.00					Budget and Rating Department	Finance
Embark on Data Collection and Cleaning Exercise	Metro Wide							25,000.00				Budget and Rating Department	Statis.depa rtment
Organise the 2028 Fee Fixing Consultative Meeting and Finalize the Resolution for Approval	Sekondi							90,000.00				Budget and Rating Department	Finance Depart.
Gazette the 2027 Fee Fixing Resolution	Sekondi						80,000.00					Budget and Rating Department	Finance
Organise Budget Committee Meetings	Sekondi							35,000.00				Budget and Rating Department	Finance

Organise Budget Hearings	Sekondi							15,000.00				Budget and Rating Department	Finance
Prepare 2028 Metropolitan Composite Budget	Sekondi							100,000.00				Budget and Rating Department	Finance and Dev't Planning
Launching of Budget Support Programme	Sekondi						20,000.00					Budget and Rating Department	Finance
Prepare Mid-Year Review and Supplementary Budget	Sekondi							25,000.00				Budget and Rating Department	Finance and Dev't Planning
Organise Social Accountability Forum	Sekondi							15,000.00				Budget and Rating Department	Finance and Dev't Planning
Prepare Budget Performance Reports	Sekondi							10,000.00				Budget and Rating Department	Finance and Audit Unit
Conduct monthly market readings	Takoradi and Sekondi Markets							7,500.00	2,500.00			Statistics	GSS
Objective: To Promote Local Economic Development for economic growth by 2029													
Programme: Development of Trade and Industries/Local Economic Development													
Organise biannual business Breakfast Meetings with Mayor	Hired Venue							40,000		*		Public Relation Office	Media Personnel
Organize Business Digitalization 4 Jobs Training for Women LED MSMEs	Metro wide							70,000				Business Advisory Center	**Gender, NGO**
Organize marketing for Businesses Training	Metro wide						70000	10,000				Business Advisory Center	**GEA**
Soap making Training for youth and Women within the Metropolis	Metro Wide						100000					Business Advisory Center	**YEA**

Distribution of Start Up Kits for Graduate Apprentices	Metro wide						300000					Business Advisory Center	**GEA**
Monitoring of Beneficiaries of Start Up Kits	Metro wide						8000					Business Advisory Center	**GEA**
Business Engagement with Artisans	Metro wide						30000					Business Advisory Center	**GEA**
Business Engagement with various MSME	Metro Wide						30000					Business Advisory Center	**GEA**
ICT Training for the women	Metro Wide						100000					Business Advisory Center	**GEA**
Regulatory Training for manufacturers /processors	Metro wide						80000		100,000,000.00			Business Advisory Center	**GEA**
Construction of Lorry Park at Sekondi Railway Station	Sekondi												
Redevelopment of Sekondi and Ebrufum Markets, Loading Bay, Main Spain lorry station and Automated bus terminal (STIMIP)	Sekondi Market,Main Spain, Takoradi								5,056,175.64			STMA	AfDB
Construction of new Market/Market stores	Essikado (Gyataho Roundabout), Zongo Estate,Diabene, Anoe, Upper New Takoradi						500,000.00		700,000.00			Works Department	GoG
Construction of Fishmongers Shelter	European Town								500,000.00			Works Department	MDA
Construction of Multi-purpose Lorry station at Adiembra	Adiembra						500,000.00		1,000,000.00			Works Department	GoG
Rehabilitation and Extension of Fishmongers Shelter	European Town							500,000.00				Works Department	MDA
Renovation of Lorry Station	Sekondi Asafo, Essikado							100,000.00				Works Department	DoT

Redevelopment of Esikado/ Kojokrom market	Kojokrom/Essikado								200,000,000.00			STMA	GoG
Revamping of WAMPCO (West African Mills Company Limited) Cocoa Processing Factory	Sekondi								930,000,000.00			GoG	STMA
Redevelopment of Artisanal Enclaves into Modern Craft and Industrial Zones	Sekondi-Takoradi								100,000,000.00			GoG	STMA
Construction of a Sea Salt Processing Plant	Essipon - Sekondi								300,000,000.00			GoG	STMA
Solar Panel Assembling Plant	Kansaworado Area								1,560,000,000.00			GoG	STMA
Update Business Register	Sub-Metros							12,666.67				Statistics	Finance /Budget
Objective: Develop tourism and creative industries as engines of local economic growth and cultural heritage preservation by the 2028													
Programme: Tourism and Creative Arts Development Programme													
Restoration of historic sites and colonial buildings	Sekondi, European town								5,000,000.00			Public Relation Unit	Sekondi Sub Metro
Facilitate the organization of "Yesu Asor "Easter Carnivals at Sekondi and Communities Fest at Adiembra, Kweikuma, Nkotompo, Ekuasi/Essaman to boost domestic tourism	Sekondi							30,000				Public Relation Office	Sekondi Sub Metro
Support the celebration of Kundum Festival to boost domestic tourism	Metro wide							40,000				Public Relation Office	Traditional Councils
Facilitate the organization of Annual Masquerading Carnivals to boost domestic tourism	Takoradi							40,000				Public Relation Office	Takoradi Sub Metro, Ghana Tourism Authority
Organise Stakeholders' Engagement and Community Relation	Metro wide							35,000				Public Relation Office	PRCC, Hon. Assembly Members

Organise Annual Engagement with Media Practitioners	Metro-Wide							25,000				Public Relation Office	GJA, Media Houses
Organize media programmes to educate the public on policies, programs and service of the Assembly	Selected Radio Stations & CIC Centers							40,000				Public Relation Office	Media Houses
Facilitate the development of Monkey Hill into a Nature Park (eco-tourism)	Takoradi							100,000.00			*	MPPD	MPCU
Celebration Of Sakeva Festival	Metro wide								1,000,000.00			STMA	TSCPP
Support the observation of the Western Regional, National Day of Prayer & Thanksgiving	STMA, WRCC & EKMA							30,000.00				Public Relations Unit	WRCC, EKMA
Objective: Enhance climate change resilience and adaptation capacity in all sectors of the metropolis by 2029													
Programme: Climate Variability and Change Programme													
Nurse, Plant and Nurture 1000 fruit trees for youth, aged and PWDs	Metro wide							100,000.00				Agric Directorate	NGO, RADU, EPA. TCDA
Organize 2027 Farmers Day Celebration	Yet to be decided							200,000.00				Agric Directorate	MMDA, Stakeholders
Support & organize sensitization on Feed Ghana programme	Metro Wide							2,500.00				Agric Directorate	STMA
Conduct yield studies on selected major crops/livestock	Metro-wide							2,500.00				Agric Dept.	NGO, RADU, VSD
Organize training for 30 women farmers in wean mix, yoghurt, water melon preparation & packaging	Mampong Atiase, Bowohomodzen, Eshiem, Ntamaakrom							2,500.00				Agric Directorate	BAC, NGO, GSA, FDA, GHS

Organize monitoring home / farm visits by 3 AEAs, 5 Market Enumerators,2 Vet and 3 MAOs for Extension delivery & Market Data Collection	Metro-wide							6,300.00				Agric Directorate	RADU, NGO
Organize one (1) district planning session & two (2) zonal planning sessions	Sekondi, Sofokrom,Mampong						1,250.00	7,000				Agric Directorate	NGO, FARMERS, RADU

Objective: Promote inclusive education in the Metropolis													
Programme: Education Access, Equity, and Quality Improvement Programme													
Project	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	On-going	Lead	Collaborating
Organize my first day at school	Metro wide							10,000.00				Metro Education Directorate	Central Administration
Construction of new classroom block with toilet facility	Nkroful STMA Primary School, Nketsiakrom (Nkansa School)					2,300,000	2,300,000.00					STMA	Works Department
Construction of new modern youth center and modern library	Kojokrom,Mpinstin /Sofokrom & Inchaban Nkwanta							2,000,000.00	3,000,000.00			STMA	Ghana Library Authority
Rehabilitation of school buildings	Ketan, Yesuado Model School					100,000.00	50,000.00	30,000.00				STMA	Works Department
Construction of Fencing Wall for a cluster of Schools	Essikafoambantem No. 1, freeman methodist school airport,etc					2,300,000			616,684.00			Works Department	Metro Education Directorate

Construction of new I.C.T lab	Upper New Takoradi								300,000,000			Works Department	Metro Education Directorate
Construction of day care centre in main Spain	Main Spain							300,000,000	100,000,000.00			Works Department	Metro Education Directorate
Construction of new teachers' bungalow	Ntamakrom						2,300,000.00					Works Department	Metro Education Directorate
Renovation of 5No. Basic Schools (Dr. Osam Pinanko, AME Zion JHS, Anoe D/A Primary School, Nassiriya Islamic Basic School, Kansaworado Catholic Basic School)	Metro Wide						300,000.00	50,000.00	500,000.00			Works Dept	GES, GLOCEF, Conservation Foundation
Construction of 1No. Unit Classroom Block with Offices, ICT Office and WC Toilet Facility	Nana Kobina Gyan								799,990.83			Works Dept	Metro Education Directorate
Construction of 1No. 3-Unit Classroom Block with Offices and Storeroom	Prophet Nkansah-Kojokrom								580,445.00			Works Dept	Metro Education Directorate
Emergency Sectional Reroofing of Nkroful M/A Basic School	Nkroful								61,510.00			Works Dept	Metro Education Directorate
Construction of 1No. Kindergarten Block	Metro wide						700,000.00					Works Dept	Metro Education Directorate
Procurement of 300 No. Octagon Tables and Chairs for Kindergarten Schools	Metro Wide								350,000.00			STMA	Metro Education Directorate
Procurement of 1200 No. Dual Desks for Primary Schools (Public)	Metro Wide						756,000.00					STMA	Proc. Unit
Procurement of 1200 No. Mono Desks for Junior High School	Metro Wide						708,000.00					STMA	Proc. Unit
Procurement of 200 No. Teachers' Tables and Chairs	Metro Wide						450,000.00					STMA	Proc. Unit

Supply of 800 No. Furniture	Metro Wide								490,500.00			Works Dept	Proc. Unit
Repair and Maintenance of Broken-down School Furniture	Metro Wide								433,119.83			Works Dept	Proc Unit
Construction of Teacher's Accommodation and Provision of Furniture at Mbredane and Ntaamakrom	Mbredane / Ntaamakrom								401,394.09			Works Dept	Metro Education Directorate
Construction of 6-Unit Classroom Block	Kansaworado								546,537.12			Works Dept	Metro Education Directorate
Organize My First Day at School	Metro Wide						15,000.00					Metro Education	Central Administration
Organize BECE Mock Exams for BECE Candidates	Metro Wide						150,000.00	90,000.00	60,000.00			Metro Education	Central Administration
Community Sensitization and Radio Discussion on Complementary Education Activities	Metro Wide						50,000.00					Complementary Education	NCCE, NADMO, ISD
Organize Literacy Day Celebration	Sekondi								50,000.00			Complementary Education	STMA, NGOs
Organise STMIE	Metro Wide						25,000.00			New		Metro Education	Central Admin.
Organise Pre-Independence Day Celebration for KG Schools in the Metropolis	Metro Wide								24,000.00	New		Metro Education	Central Admin.
Support for Inter-District sport festival	Metro Wide						50,000.00			New		Metro Education	Central Admin.
In service training for newly recruited teachers	Metro Wide						12,000.00			New		Metro Education	Central Admin.

Preparation of Annual District Education Operational Plan (ADEOP)	Metro Wide						15,000.00					Metro Education	Central Admin.
Support for Basic Education Certificate Examination (BECE) (Monitoring, Distribution etc.)	Metro Wide						20,000.00					Metro Education	Central Admin.
Objective: Improve and expand inclusive sports and recreational facilities for all, including PWDs by 2029													
Programme: Sports and Recreational Development													
Construction of new community center	Ngyiresia/Mempeasem,Amanful West, Spain and Edufurum, Presby electoral Area						4,500,000		9,000,000.00			STMA	Traditional Authorities
Constructing a new information centre	Cassava farm, Presby electorial Area							500,000.00	200,000.00			STMA	NGOs, ISD
Construction of new football park	Mpinstin, Essipon					500,000.00			500,000.00			Works Department	GNPC
Construction of Public Event and International Conference centre	Takoradi								50,000,000.00			STMA	GTA
Objective: Provide safe, reliable, and sustainable access to water by 2028													
Programme: Water and Environmental Sanitation Improvement													
Rehabilitation of bore hole	Essaba (Ntankoful)							20,000.00				Works Department	
Extension Water	Mpinstin, Sofokrom, Inchaban Nkwanta						1,000,000.00	100,000.00	200,000.00			Works Department	GWL

Provision of Potable Water	Beach Road							120,000.00				Works Department	GWL
Provision of Mechanised Water System for communities	Zongo Estate,							120,000.00				Works Department	GWL
Establishment of community Water Network System	Metro wide								50,000,000.00			STMA	GWL
Objective: Enhance public safety and security for all by 2028													
Programme: Peace building, Community Safety & Police-Community Partnerships													
Electricity Extension	Ngyiresia, Essikafoambantem No.1, European Town, Eshiem,Mpinstin,Sofokrom,Inchaban Nkwanta					200,000,000.00	200,000.00	100,000.00	300,000.00			STMA-Works Department	Electricity Company of Ghana
Provision of Streetlight	Beach Road, North/South Chapel Hill, Beach Road						1,000,000.00	1,000,000.00	1,000,000.00			Works Department	MURD
Rehabilitation/Regular Maintenance of street lights	Airport Ridge, Essikafoambantem No. 2, Takoradi Presby, Asafo,etc						50,000.00	50,000.00	50,000.00			Works Department	MURD
Construction of Fire Station	Assemensudo, Kojokrom, Essikado, kansawrodo,Lower New Takoradi						500,000.00	500,000.00	500,000.00			Works Department	MURD

Extension of Sea Defence	Assemensudo					150,000,000.00			50,000,000.00			STMA	Ministry of Works and Housing
Construction /renovation of Police Station	Essikado, BU,Lower New Takoradi,Main Spain, Adiembra					70,000.00			500,000,000.00			Works Department	GPS
Objective: Strengthen healthcare management system supplies for all by 2028													
Programme: Health Systems Strengthening and Disease Control													
Construction of new CHPS compound a	Ntankoful, Zongo, Bakado, Mpinstin,Sofokrom, Inchaban Nkwanta, etc						7,333,000					STMA	GHS
Refurbishment of hospital Building and furnishing of Specialized Modern Hospitals for Major referrals	Essikado								400,000,000.00			STMA	Ghana health Service
Conduct quarterly monitoring and supportive supervision on routine immunization.	Metro wide							3,240.00				HIV Focal Person	Ghana health Service
Conduct quarterly HIV/AIDS review meetings.	Metro wide								8,360.00			HIV Focal Person	Ghana health Service
Conduct awareness creation on the 90-90-90 goal through media platforms	Metro wide						10,000.00		10,000.00			HIV Focal Person	Ghana health Service
Organize quarterly HIV Testing Services (HTS) by utilizing public gatherings e.g.: festivals, political events, schools and community outreach)	Metro Wide						10,000.00					HIV Focal Person	Ghana health Service
Organize World AIDs Day Celebration	Metro Wide						4,000.00	5,000.00	4,000.00			HIV Focal Person	Ghana health Service, NGO
Objective: Ensure that children's rights and welfare are protected by 2028													

Programme: Child Protection and Development													
Compile and update statistical compendium on women and men annually	Main Office							15,000.00				Statistics	SWCD
Produce data for annual report	Metro-Wide						7,500.00	6,250.00				Statistics	MPCU
Monitor and evaluate statistical programmes	Metro-wide						2,500.00	3,750.00				Statistics	MPCU
To provide 250 case management services to 400 children including family tracings and reunification	Metro wide						3,000.00	3,000.00	3,000.00			DSW&CD	CHRAJ, GHS, GES, DOVVSU, Legal Aid, CSO's Media, UNICEF, NCCE
Community Engagement in 10 Communities on Child Protection Issues	Metro wide						10,000.00	10,000.00	10,000.00			DSW&CD	ISD, MPCU, Media, NCCE, UNICEF
Sensitization in 20 Schools on Child Protection Issues	Metro wide						3,000.00	3,000.00	3,000.00			DSW&CD	ISD, MPCU, Media, NCCE, UNICEF
Monitoring and Regulating activities of 80-day care centres	Metro wide						3,000.00	3,000.00	3,000.00			DSW&CD	MPCU, GES, GNAPS, Day Care Proprietors and Proprietress
To train 30 Day care caregivers	Metro wide						3,000.00	3,000.00	3,000.00			DSW&CD	MPCU, GNAPS, Day Care Proprietors and Proprietress
Train 30 Day care proprietors, proprietress and managers	Metro wide						3,000.00	3,000.00	3,000.00				MPCU, GES, GNAPS,
Render social services to 2 hospitals	Metro wide						3,000.00	3,000.00	3,000.00			DSW&CD	MPCU, GHS, NHIA
Support 50 persons with disabilities (PWDs)	Metro wide						100,000.00	50,000.00	20,000.00			DSW&CD	MPCU, GHS, NHIA,

Provide social Protection	Metro wide						20,000.00	10,000	20,000.00			DSW&CD	MPCU, NHIA, ISD, GES, GFD, GHS
10 Social Education in Radio Stations on Gender Based violence	Metro wide						5,000.00	6,000.00				DSW&CD	MPCU, Media
Provide adult education for 3 groups	Metro wide						3,000.00	3,000.00	3,000.00			DSW&CD	MPCU, CSO's
Train income generating groups in pastries.	Metro wide						3,000.00	3,000.00	3,000.00			DSW&CD	MPCU, CSO's
Organize sensitization programme for community members to advocate for prevention of SGBV in the Metropolis	Sekondi								6,250.00			Gender Desk Officer	SWCD/ GES/ CSOs
Capacity building for women's groups to promote women's safety and reduce domestic violence	Takoradi								9,000.00			Gender Desk Officer	SWCD/ DOVVSU/ CSOs
Implementation of anti- sexual harassment policy for staffs and clients	Essikadu-Ketan, Sekondi, Takoradi							8,333.33				Gender Desk Officer	SWCD/ HR/ CSOs
Organize Radio /CIC Sensitization on SGBV prevention	Metro-wide								4,000.00			Gender Desk Officer	SWCD/ GES/ CSOs
Conduct capacity building on gender mainstreaming and gender-responsive budgeting	Sekondi							5,000.00	7,500.00			Gender Desk Officer	MPCU
Organize adolescent reproductive health campaigns	Daibene, Kojokrom, Essipon Reproductive health centers								3,750.00			Gender Desk Officer	SWCD/ GHS/GES/ CSOs
Objective: Enhance hygiene and sanitation by close of 2028													
Programme: Water and Environmental Sanitation Improvement													
Premises Inspection	Metro Wide							198,500.00				EHSU	W M D

Food Hygiene and Safety	Metro Wide							79,300.00				EHSU	FDA, GTA, VETERINARY DEPARTMENT
Disinfection & Disinfestation (Fumigation)	Metro Wide						650,000.00					EHSU	W M D, ZOOMLION
Health Education & Promotion Activities	Metro Wide							510,000.00				EHSU	PRO, MHD
Law Enforcement	Metro Wide							8,400.00				EHSU	Legal Department
Capacity Building	Departmental Level							96,000.00				EHSU	HR Department
Environmental Management Control	Metro Wide											EHSU	EPA, WMD

OBJECTIVE: To promote sustainable environmental management and improve human settlements for resilient, safe, and inclusive communities

PROGRAMME: sustainable management of the environment and the development of resilient, safe, and inclusive human settlements to enhance quality of life and safeguard natural ecosystems.

Project	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	On-gioong-	Lead	Collaborating
Industrial / institutional visitation	STMA					9,640.00						NADMO	GNFS
Public sensitization	STMA					40,518.00						NADMO	GES, GNFS, EHD-STMA, MEDIA HOUSE
Visitation to Departmental Stores	STMA					9,700.00						NADMO	FDA, GNFS
Field assessments	STMA					29,670.00						NADMO	MWD

Training & Capacity building for staff	STMA					13,320.00						NADMO	GNFS & ISD
Green Ghana	STMA					1,500.00						NADMO	Forestry Commission
Community engagement Activities	STMA					11,248.00						NADMO	Assembly Members, Opinion Leaders, ISD
Dredging and desilting of drains	STMA					6,000.00						NADMO	STMA
Clean-up exercise	STMA					12,480.00						STMA	Zoomlion, NADMO
Simulation Exercise	STMA					10,550.00						NADMO	GNFS
International day for disaster risk reduction (IDDR)	STMA					9,250.00						NADMO	Assembly Members, EHU,
Form DVG / DVC in communities and Schools	STMA					51,240.00						NADMO	Assembly Members, GES
Media sensitization programs	STMA					4,850.00						NADMO	Media House
Objective: Improve access to sustainable environmental sanitation services by 2028													
Programme: Water and Environmental Sanitation Improvement													
Integrated Bio-Digestion and Recycling Plant	Sofokrom								125,000,000.00			Waste Management Department	Climate Finance Facility/GIZ
Modernization of Waste Collection Infrastructure	Bronyikrom Bonsokrom, Nkansa, Anoe New Site,Assemensudo,etc								10,000,000.00			Waste Management Department	Climate Finance Facility/GIZ
Sofokrom Landfill Gas Capture and Management System	Sofokrom								11,250,000.00			Waste Management	Climate Finance Facility/GIZ

												Department	
Community Based Waste Segregation and Education Program	Metro wide								9,500,000.00			Waste Management Department	Climate Finance Facility/GIZ
Support for the Informal Waste Pickers and Circular Economy	Metro wide								2,000,000.00			Waste Management Department	Climate Finance Facility/GIZ
Implement a City-Wide Smart Waste Management Project (CWSWMP)	Sekondi/ Sofokrom/ Mpintsim								450,000,000.00			STMA	African Development Bank
Gound Preparation and Provision of Skip Container	Ngyinamoabakam,Anafo						1,100,000.00					WMD	MEHO
Objective: Improve efficiency and effectiveness of road transport infrastructure and services by 2029													
Programme: Expand and maintain road transport infrastructure													
Mobilisation of the District Road Safety Committee to coordinate road safety activities	Metro Wide					20,000.00						National Road Safety Authority	DoT
Stakeholder Engagements (Transport Operators, Road Safety Actors (NGOs etc)	Metro Wide					28,000.00						National Road Safety Authority	DoT
Media Engagements	Metro Wide					8,000.00						National Road Safety Authority	ISD

Facilitation of Registration, Licensing & Permitting of Regulated Entities	Metro Wide					8,000.00						National Road Safety Authority	DVLA
Facilitation of Continuous Professional Development for Safety Leaders (Transport Managers, RSOs, Technicians etc.)	Metro Wide					20,000.00						National Road Safety Authority	DoT
Inspections of Road Infrastructure (Work zone Safety)	Metro Wide					10,000.00						National Road Safety Authority	DoT
Road Furniture & Environment Inspections (Pedestrian Obstructions, Non-functioning Traffic Lights, Abandoned Trucks, Billboards, etc)	Metro Wide					10,000.00						National Road Safety Authority	DoT
Pre-Trip Inspections at Terminals, Rest stops and designated places	Metro Wide					26,000.00						National Road Safety Authority	DoT
Operational Audit (Transport Dept/Units and other entities)	Metro Wide					4,000.00						National Road Safety Authority	DoT
Safety Ratings (Commercial Transport Operators)	Metro Wide					4,000.00						National Road Safety Authority	DoT

Road Safety Outreaches (School Education, Terminal Education, Church & Mosque Education, Community Outreaches (includes night education programmes, education at community centers, markets and for recognized bodies)	Metro Wide					52,000.00						National Road Safety Authority	DoT
TV and Radio Education	Metro Wide					13,000.00						National Road Safety Authority	Metro Guard
Organize periodic surveys on all transport routes and services within STMA	Metro wide							3,500				DoT	Metro Guard
Conduct time level surveys to ascertain journey time times at respective periods on all major arterial routes.	Metro wide							5,000				DoT	Metro Guard Unit
Conduct study into the floating operations phenomenon and propose measures to curb them.	Metro wide							6,000				DoT	MTTD
Collect data on terminal and operational information	Terminal/Branch leaders							6,000				DoT	STATISTIC
Conduct inspection and verification of terminal facilities and vehicles inspection	Greater Sekondi-Takoradi							5,000				DoT	STATISTIC
Engage transport operators and drivers to understand their needs and concerns.	Metro wide							5,000				DoT	MURD
Laisse with the Assembly to develop and implement policies that supports active mobility such as pedestrian-friendly infrastructure	Metro wide							10,000.00				DoT	Planning Unit.

Engage with local communities to understand their needs and priorities for active mobility	Metro wide							7,000				DoT	Planning Unit.
Educate all transport unions/operators, drivers and the general public on the benefits of walking/cycling and its positive impact on health and the environment.	Metro wide							10,000				DoT	Planning Unit.
Procure table top computer for the department	DoT							15,000				Procurement unit	Central Administration
Procure storage device for back up of all transport data	DoT							15,000				Procurement Unit	Central Administration
Procure one pick-up for official use	STMA							300,000				Central Admin.	Procurement
Laisse with the Assembly to get national service officers to be use as operation/traffic officers for the department.	DoT							250,000				HR	DoT
Provide one air-condition for the department	DoT							6000				Procurement Unit	Central Administration
Provide one table top-freeze for the department	DoT							1,000				Procurement Unit	Central Administration
Plan and organise meetings with Regional, Branch and Station Executives of Transport Unions on public transport policies and programs.	Metro wide							9,000				DoT	Sub. Metro
Plan and carry out periodic visits to various Transport Unions offices and their monthly regional meetings.	Metro wide							3,500				DoT	Sub Metro

Organize meetings with all transport related institutions such as NRSC and Police MTTD at Regional and Metro levels.	Metro wide							5,000				DoT	NRSC
Educate Sub-Metro Administrators and Transport Focal Persons on all transport related policies (local and national laws)	Metro wide							2,000				DoT	NRSC/URD
Organize basic orientation programs for development sub-committee on all transport related policies (local and national laws)	STMA							8,000				DoT	MURD
Facilitate the Re-marking of all faded road line markings and zebra /pedestrian crossings.	Metro wide							50,000				DoT	MURE
Facilitate the demarcation of all existing stopping places and lay-bys.	Metro wide							30,000				DoT	MURE
Advocate for the Installation of all road signs.	Metro wide							70,000				DoT	MURE
Identify critical areas along major arterials for Construction of designated stops.	Metro wide							100,000				DoT	MURD
Collect data on revenue from lorry terminals in the metropolis.	Metro wide							4,500				DoT	STATISTICS
Organize surveys at major transport terminals to obtain information on Operational capacity Number of unions/routes · Larry fares	Metro wide							20,000				DoT	Metro Guard Unit
Organize periodic surveys on all transport routes and services within STMA	Metro wide							7,000				DoT	Metro Guard

Conduct time level surveys to ascertain journey time times at respective periods on all major arterial routes.	Metro wide							10,000				DoT	Metro Guard Unit
Conduct study into the floating operations phenomenon and propose measures to curb them.	Metro wide							10,000				DoT	MTTD
Laisse with metro urban roads department to develop bike lanes on some selected roads to encourage cycling as mode of transportation	Metro wide							200,000				DoT	MURD
Create pedestrian-only zone in high density areas to prioritize pedestrian safety and accessibility	Metro wide							50,000				DoT	MURD
Improve public transportation services and the bus system to make it more accessibility, reliable and efficient.	Metro wide							30,000				DoT	MURD
Objective: Promote sustainable and resilient urban development to address congestion and slum growth by 2029													
Programme: Promote sustainable urban development													
Public Awareness of Development Control	Metro Wide							9,000.00				PPD	Works
Development Control/Management	Metro Wide							145,656.00				PPD	Works
Organize 12 SPC meetings and TPC meetings	STMA Office							30,000.00				PPD	SPC
Organize 12 Technical Site inspection	STMA Office							25,000.00				PPD	TSP
Development of Real Estate and Affordable Housing Schemes	Takoradi, Sekondi, Essikado-Ketan								500,000,000.00			STMA	African Development Bank

Implementation of SEACAP Activities	Metro wide						260,000.00	400,000.00	10,000,000.00			Development Planning Unit	GIZ
Objective: Improve efficiency and effectiveness of road transport infrastructure and services by 2029													
Programme: Transport and Road Development Programme													
Routine works on Selected Roads in Sekondi-Takoradi Metropolis (Grading, Gravelling, Kerb Cleaning, Desilting, Pothole Patching and Drain Repairs)	Metro wide					10,000,000.00	10,000,000.00	2,000,000.00				Roads Department	Works Department
Periodic Maintenance (Asphaltic Overlay)	Metro wide					16,000,000.00						Roads Department	Works Department
Development of Traffic and Safety Infrastructure (including pedestrian walkways, rumble strips, etc.)	Metro wide					5,000,000.00	1,000,000.00	500,000.00				Roads Department	Works Department
Upgrading of Gravel Roads to Bituminous Roads	Mpinstin, Essipon, European Town, Aiport Ridge, etc					425,000,000.00						Roads Department	Works Department
Reconstruction of Ntwaaban Nkwanta Road	GFZA main road					156,000,000.00			13,000,000.00			Roads Department	Works Department
Rehabilitation of local roads	Zongo/Estate, European Town, Asafo, Assemensudo, Beach Road etc					7,500,000.00						Roads Department	Works Department

Partial Reconstruction	Sofokrom Road, Sahara Avenue, Resource Avenue					121,000,000.00						Roads Department	Works Department
Construction of Access Road	Ekuasi,Esaman to Bakaekyir					8,000,000.00						Roads Department	Works Department
Bridge Construction works and river dredging (including design and consultancy fees)	Adakope & Kokompe					70,291,065.60						Roads Department	Works Department
Completion of STMA 3-Story Green Technical Office complex with conference rooms, furniture and external works.	Sekondi – Urban Roads								20,000,000.00			STMA	African Development Bank
Sustainable Urban Mobility and Transport Project	Sekondi - Takoradi								1,560,000,000.00			STMA	GIZ
Objective: Strengthen flood control and drainage systems to reduce disaster risks by 2028													
Programme: Drainage and flood control Prevention Programme													
Construction of 0.9m pipe culverts	Airport Ridge, Mpentemnsrew, Sofokrom Landfill, Mpintsin,					1,440,000.00						MURD	MWD
Construction of 1.2m pipe culverts	Anoe Twabewu, Airport Ridge, Kansawrodo, Essaman					960,000.00						MURD	MWD
Construction of double 0.9m pipe culverts	Benyakrom, Anoe Newsite					450,000.00						MURD	MWD
Construction of double 1.2m pipe culverts	Airport Ridge, Ngyiresia,					900,000.00						MURD	MWD

	Agric New Site, Kweikuma												

Objective: Deepen political, financial and administrative decentralization by 2028													
Programme: Peace building, Community Safety & Police-Community Partnerships Programme													
Project	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Organize at least three (3) General Assembly & subcommittee meetings	STMA Office						150,000.00	300,000.00				Central Administration	Assembly Members, Sub-metros
Child Protection Environmental Governance	Metro Wide					6,000.00						SW&CD	NCCE
Constitution Week Citizenship Week World Environmental Cel.	Metro Wide					15,000.00						NCCE/	NADMO/GES
Peaceful Coexistence Environmental Governance	Metro Wide					6,000.00						NCCE	ISD
Security And Substance Abuse Environmental Governance	Metro Wide					6,000.00						NCCE	FDB
Objective: Deepen political, financial and administrative decentralization													
Programme: Democratic Governance, Electoral Reform & Civic Education													

Organize 2no. Town Hall Meeting	Selected Communities							100,000.00				Development Planning Unit	Budget, PRO, Assembly Members
Organise MPCU Meetings	Metro Wide							40,000.00				Development Planning Unit	MPCU
Monitoring and evaluation of programmes and projects	Metro Wide							104,000.00				Development Planning Unit	MPCU, Assembly Members
Compilation of Administrative data	Metro-Wide						2,500.00	2,500.00				Statistics	MPCU
Training of officers on survey implementation procedures	Main Office						10,000.00	45,000.00				Statistics	GSS/ HR
Procure Stationary, Tyres, Batteries and Chemicals for Office derating and spraying	STMA Office							12,000.00	320,000.00			Procurement Unit	Budget Dept. Audit Unit, Sub-metros
Maintenance of all IT equipment in the Assembly and Zonal Offices	STMA Office							4,000.00				MIS	All Department/ Unit
Server Installation and Configuration Training	STMA Office							10,000.00				MIS	HRD
Procurement of office equipment & Furniture for Internal Audit Unit	STMA Office							60,000.00				Internal Audit Unit	Procurement,
Organize Audit Committee Meetings	Main Office							74,500.00				Internal Audit Unit	Central Adm.
Organize Annual Internal Audit Forum	Main Office							15,000.00				Internal Audit Unit	HR Department
Organize Internal Auditor's Congress	Main Office							8,000.00				Internal Audit Unit	HR Department
Capacity building of IAU's Staff	Main Office							36,000.00				Internal Audit Unit	HR Department

Preparation of Annual Audit Plan 2027 (stakeholders' engagement, stationery and fuel)	Main Office							8,000.00				Internal Audit Unit	All Department, Sub-metros
Preparation of Quarterly Report 2025 (stakeholders' engagement, stationery and fuel)	STMA office							40,000.00				Internal Audit Unit	All Department, Sub-metros
Organise annual high-profile event to build PPP. (Mayors Ball)	Hired Venue							35,000				Public Relation Office	Private Sector, Media Personnel
Content Strategy & Digital Presence	STMA							50,000				Public Relation Office	MIS

Objective: To build Strong and Resilient Economy													
Programme: Revenue Mobilization and Improvement Program													
Project	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	Go G	DACF	IGF	Others	Ne w	Ong oing	Lead	Collaborating
Plan and Execute 2028 Bill distribution Activities	Metro Wide						85,000.00					Budget and Rating Department	Finance Dpt.
Embark on Data Collection and Cleaning Exercise	Metro Wide							25,000.00				Budget and Rating Department	Statistics department and Finance
Organise the 2029 Fee Fixing Consultative Meeting and Finalize the Resolution for Approval	Sekondi							90,000.00				Budget and Rating Department	Finance Dpt.

Gazette the 2028 Fee Fixing Resolution	Sekondi						80,000.00					Budget and Rating Department	Finance Dpt.
Organise Budget Committee Meetings	Sekondi							35,000.00				Budget and Rating Department	Finance Dpt.
Organise Budget Hearings	Sekondi							15,000.00				Budget and Rating Department	Finance Dpt.
Prepare 2029 Metropolitan Composite Budget	Sekondi							100,000.00				Budget and Rating Department	Finance Dpt. &Development Planning
Launching of Budget Support Programme	Sekondi						20,000.00					Budget and Rating Department	Finance Dpt.
Prepare Mid-Year Review and Supplementary Budget	Sekondi							25,000.00				Budget and Rating Department	Finance Dpt. &Development Planning
Organise Social Accountability Forum	Sekondi							15,000.00				Budget and Rating Department	Finance Dpt. &Development Planning
Prepare Budget Performance Reports	Sekondi							10,000.00				Budget and Rating Department	Finance Dpt. &Development Planning
Conduct monthly market readings	Takoradi and Sekondi Markets							7,500.00	2,500.00			Statistics	GSS
Objective: To Promote Local Economic Development for economic growth by 2029													
Programme: Development of Trade and Industries/Local Economic Development													
Organise biannual business Breakfast Meetings with Mayor	Hired Venue							40,000		*		Public Relation Office	Media Personnel

Organize Business Digitalization 4 Jobs Training for Women LED MSMEs	Metro wide							70,000				Business Advisory Center	**Gender, NGO**
Organize marketing for Businesses Training f	Metro wide						70000					Business Advisory Center	**GEA**
Soap making training for youth and Women within the Metropolis	Metro Wide						100000					Business Advisory Center	**YEA**
Distribution of Start Up Kits for Graduate Apprentices	Metro wide						300000					Business Advisory Center	**GEA**
Monitoring of Beneficiaries of Start Up Kits	Metro wide						8000					Business Advisory Center	**GEA**
Business Engagement with Artisans	Metro wide						30000					Business Advisory Center	**GEA**
Business Engagement with various MSME	Metro Wide						30000					Business Advisory Center	**GEA**
ICT Training for the women	Metro Wide						100000					Business Advisory Center	**GEA**
Regulatory Training for manufacturers /processors	Metro wide						80000		100,000.00			Business Advisory Center	**GEA**
Construction of Lorry Park at Sekondi Railway Station	Sekondi											URD	DoT

Redevelopment of Sekondi and Ebrufum Markets, Loading Bay, Main Spain lorry station and Automated bus terminal (STIMIP)	Sekondi Market Main Spain, Takoradi								5,056,175.64			STMA	EU
Construction of new Market/Market stores	Essikado (Gyataho Roundabout),Zongo Estate,Diabene, Anoe, Upper New Takoradi						500,000.00		700,000.00			Works Department	EU
Construction of Fishmongers Shelter	European Town								500,000.00			Works Department	EU
Construction of Multi-purpose Lorry station at Adiembra	Adiembra						500,000.00		1,000,000.00			Works Department	MWH
Rehabilitation and Extension of Fishmongers Shelter	European Town							500,000.00				Works Department	MFA
Rehabilitation of Lorry Station	Sekondi Asafo, Essikado							100,000.00				Works Department	DoT
Construction of Lorry Park at Sekondi Railway Station	Sekondi								1,000,000.00			Works Department	DoT
Objective: **Develop tourism and creative industries as engines of local economic growth and cultural heritage preservation by 2029**													
Programme: Tourism and Creative Arts Development Programme													
Restoration of historic sites and colonial buildings	Sekondi, European town								5,000,000.00	*		Public Relation Unit	Traditional Authority

Facilitate the organization of "Yesu Asor "Easter Carnivals at Sekondi and Communities Fest at Adiembra, Kweikuma, Nkotompo, Ekuasi/Essaman to boost domestic tourism	Sekondi							30,000			*	Public Relation Office	Sekondi Sub Metro
Support the celebration of Kundum Festival to boost domestic tourism	Metro wide							40,000				Public Relation Office	Traditional Councils
Facilitate the organization of Annual Masquerading Carnivals to boost domestic tourism	Takoradi							40,000				Public Relation Office	Tadi Sub Metro, Ghana Tourism Authority
Organise Stakeholders' Engagement and Community Relation	Metro wide							35,000				Public Relation Office	PRCC, Hon. Assembly Members
Organise Annual Engagement with Media Practitioners	Metro-Wide							25,000				Public Relation Office	GJA, Media Houses
Organize media programmes to educate the public on policies, programs and service of the Assembly	Selected Radio Stations & CIC Centers							40,000				Public Relation Office	Media Houses
Facilitate the development of Monkey Hill into a Nature Park (eco-tourism)	Takoradi							100,000.00				PPD	MPCU
Celebration Of Sakeva Festival	Metro wide								1,000,000.00			STMA	TSCPP

Support the observation of the Western Regional, National Day of Prayer & Thanksgiving	STMA, WRCC & EKMA							30,000.00				Public Relations Unit	WRCC, EKMA

Objective: Enhance equitable access to and participation in quality education at all levels in the Metropolis by 2029													
Programme: Education Access, Equity, and Quality Improvement													
Project	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	On.going	Lead	Collaborating
Organize my first day at school	Metro wide							10,000.00				Metro Education Directorate	Central Administration
Construction of new classroom block with toilet facility	Nkroful STMA Primary School etc						2,300,000.00					STMA	Works Department
Construction of new modern youth center and modern library	Kojokrom, Mpinstin /Sofokrom & Inchaban Nkwanta							2,000,000.00	3,000,000.00			STMA	GES, GLA
Rehabilitaion of school buildings	Ketan, Yesuado Model School					100,000.00	50,000.00	30,000.00				STMA	Works Department
Renovation of 5No. Basic Schools (Dr. Osam Pinanko, AME Zion JHS, Anoe D/A Primary School, Nassiriya Islamic Basic School, Kansaworado Catholic Basic School)	Metro Wide						300,000.00	50,000.00				Works Dept	GES, GLOCEF, Conservation Foundation

Construction of 1No. Unit Classroom Block with Offices, ICT Office and WC Toilet Facility	Nana Kobina Gyan						799,990.83					Works Dept	Metro Education Directorate
Construction of 1No. 3-Unit Classroom Block with Offices and Storeroom	Prophet Nkansah-Kojokrom						580,445.00					Works Dept	Metro Education Directorate
Emergency Sectional Reroofing of Nkroful M/A Basic School	Nkroful						61,510.00					Works Dept	Metro Education Directorate
Construction of 1No. Kindergarten Block	metrowide						700,000.00					Works Dept	Metro Education Directorate
Procurement of 300 No. Octagon Tables and Chairs for Kindergarten Schools	Metro Wide						350,000.00					STMA	Proc. Unit
Repair and Maintenance of Broken-down School Furniture	Metro Wide						433,119.83					Works Dept	GES
Construction of Teacher's Accommodation and Provision of Furniture at Mbredane and Ntaamakrom	Mbredane / Ntaamakrom						401,394.09					Works Dept	Metro Education Directorate
Construction of 6-Unit Classroom Block	Kansaworado						546,537.12					Works Dept	GES
Organize My First Day at School	Metro Wide						15,000.00					Metro Education	Central Administration
Organize BECE Mock Exams for BECE Candidates	Metro Wide						150,000.00	90,000.00	60,000.00			Metro Education	Central Administration
Community Sensitization and Radio Discussion on Complementary Education Activities	Metro Wide						50,000.00					Complementary Education	NCCE, NADMO, ISD

Organize Literacy Day Celebration	Sekondi								50,000.00			Complementary Education	STMA, NGOs
Organise STMIE for schools	Metro Wide						25,000.00					Metro Education	Central Administration
Organise Pre-Independence Day Celebration for KG Schools in the Metropolis	Metro Wide							24,000.00				Metro Education	Central Administration
Support for Inter-District sport festival	Metro Wide						50,000.00					Metro Education	Central Administration
In service training for newly recruited teachers	Metro Wide						12,000.00					Metro Education	Central Administration
Preparation of Annual District Education Operational Plan (ADEOP)	Metro Wide						15,000.00					Metro Education	Central Administration
Support for Basic Education Certificate Examination (BECE) (Monitoring, Distribution etc.)	Metro Wide						20,000.00					Metro Education	Central Administration
Objective: Promote sports and youth development by 2029													
Programme: Sports and Recreational Development													
Construction of new community center	Ngyiresia/ Mempeasem,Amanful West, Spain and Edufurum,etc						4,500,000		9,000,000.00			STMA	Private Sector
Constructing a new information centre	Cassava farm,Presby electorial Area							500,000.00	200,000.00			STMA	NGOs, ISD
Construction of new football park	Mpinstin, Essipon					500,000.00			500,000.00			STMA-Works Department	Private Sector

Public Event and International Conference centre	Takoradi								50,000,000.00			STMA	Private Sector
Objective: Provide safe, reliable, and sustainable access to water by 2028													
Programme: Water and Environmental Sanitation Improvement													
Rehabilitation of bore hole	Essaba(Ntankoful)							20,000.00				Works Department	Private Sector
Extension potable Water to selected area	Mpinstin, Sofokrom Inchaban Nkwanta						1,000,000.00	100,000.00	200,000.00			Works Department	Private Sector
Objective: Enhance public safety and security by 2028													
Programme: Peacebuilding, Community Safety & Police-Community Partnerships													
Electricity Extension	Ngyiresia,Essikafoambantem No. 1 , European Town,Eshiem,Mpinstin, Sofokrom , Inchaban Nkwanta					200,000,000.00	200,000.00	100,000.00	300,000.00			STMA-Works Department	Electricity Company of Ghana
Objective: Improve access to quality health care and reduce the burden of diseases through prevention, treatment, and health promotion by 2029													
Programme: Health Systems Strengthening and Disease Control													
Refurbishment of hospital Building and furnishing of Specialized Modern Hospitals for Major referrals	Essikado								400,000,000.00			STMA	GHS
Conduct quarterly monitoring and supportive supervision on routine immunization.	Metro wide							3,240.00				HIV Focal Person	Ghana health Service
Conduct quarterly HIV/AIDS review meetings.	Metro wide								8,360.00			HIV Focal Person	Ghana health Service

Conduct awareness creation on the 90-90-90 goal through media platforms	Metro wide						10,000.00		10,000.00			HIV Focal Person	Ghana health Service
Organize quarterly HIV Testing Services (HTS) by utilizing public gatherings e.g.: festivals, political events, schools and community outreach)	Metro Wide						10,000.00					HIV Focal Person	Ghana health Service
Organize World AIDs Day Celebration	Metro Wide						4,000.00	5,000.00	4,000.00			HIV Focal Person	Ghana health Service, NGO
Compile and update statistical compendium on women and men annually	Main Office							15,000.00				Statistics	SWCD
Produce data for annual report	Metro-Wide						7,500.00	6,250.00				Statistics	MPCU
Monitor and evaluate statistical programmes	Metro-wide						2,500.00	3,750.00				Statistics	MPCU
To provide 250 case management services to 400 children including family tracing s and reunification of children in residential home, children in need of care and protection and providing probation services to children in conflict with the law.	Metro wide						3,000.00	3,000.00	3,000.00			DSW&CD	MPCU, CHRAJ, GHS, GES, DOVVSU,
Community Engagement in 10 Communities on Child Protection Issues	Metro wide						10,000.00	10,000.00	10,000.00			DSW&CD	ISD, MPCU, Media, NCCE, UNICEF
Sensitization in 20 Schools on Child Protection Issues	Metro wide						3,000.00	3,000.00	3,000.00			DSW&CD	ISD, MPCU, Media, NCCE, UNICEF

Monitoring and Regulating activities of 80-day care centres	Metro wide						3,000.00	3,000.00	3,000.00			DSW&CD	MPCU, GES, GNAPS, Day Care Proprietors
To train 30 Day care caregivers	Metro wide						3,000.00	3,000.00	3,000.00			DSW&CD	MPCU, GNAPS, Day Care Proprietors
Train 30 Day care proprietors, proprietress and managers	Metro wide						3,000.00	3,000.00	3,000.00			DSW&CD	MPCU, GES, GNAPS, GHS, NCCE
Render social services to 2 hospitals	Metro wide						3,000.00	3,000.00	3,000.00			DSW&CD	MPCU, GHS, NHIA
Support 50 persons with disabilities (PWDs)	Metro wide						100,000.00	50,000.00	20,000.00			DSW&CD	MPCU, GHS, NHIA,
Provide social Protection	Metro wide						20,000.00	10,000	20,000.00			DSW&CD	MPCU, NHIA, GHS
10 Social Education in Radio Stations on Gender Based violence	Metro wide						5,000.00	6,000.00				DSW&CD	MPCU, Media
Provide adult education for 3 groups	Metro wide						3,000.00	3,000.00	3,000.00			DSW&CD	MPCU, CSO's
Train income generating groups in pastries.	Metro wide						3,000.00	3,000.00	3,000.00			DSW&CD	MPCU, CSO's
Organize sensitization programme for community members to advocate for prevention of SGBV in the Metropolis	Sekondi							6,250.00				Gender Desk Officer	SWCD/ GES/ CSOs
Implementation of anti- sexual harassment policy for staffs and clients	Essikadu-Ketan, Sekondi, Takoradi						8,500.00					Gender Desk Officer	SWCD/ HR/ CSOs

Build capacities of youth to become more actively involved in the decision-making processes.	Essikadu							20,000.00				Gender Desk Officer	SWCD/ NYA/ CSOs
Organize adolescent reproductive health campaigns	Daibene, Kojokrom, Essipon Reproductive health centers							3,750.00				Gender Desk Officer	SWCD/ GHS/GES/ CSOs
Objective: Improve access to sustainable environmental sanitation services by 2029													
Programme: Water and Environmental Sanitation Improvement													
Premises Inspection	Metro Wide							202,000.00				EHSU	W M D
Food Hygiene and Safety	Metro Wide							84,500.00				EHSU	F D A, G T A, VETERINARY DEPART
Disinfection & Disinfestation (Fumigation)	Metro Wide						715,000.00					EHSU	W M D, ZOOMLION
Health Education & Promotion Activities	Metro Wide							533,000.00				EHSU	PRO, MHD
Law Enforcement	Metro Wide							10,500.00				EHSU	LEGAL DEPARTMENT
Capacity Building for all staff	Departmental Level							93,000.00				EHSU	HR DEPARTMENT
Environmental Management Control	Metro Wide								259			EHSU	EPA, WMD

Objective: Pursue strategic local industrial development initiatives by 2028													
Programme: Industrial Transformation and Strategic Local Industrial Development													
Project	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	N	O	Lead	Collaborating
Industrial / institutional visitation	STMA					9,640.00						NADMO	GNFS
Public sensitization on critical issues (Disaster prevention)	STMA							40,518.00				NADMO	GNFS, Media House
Training & Capacity building for staff	STMA							9,700.00				NADMO	GNFS
Green Ghana	STMA							29,670.00				NADMO	Forestry Commission
Community engagement	STMA							13,320.00				NADMO	Assembly Members, Opinion Leaders, etc
Dredging and desilting of drains	STMA							1,500.00				NADMO	MEHU
Clean-up exercise	STMA							11,248.00				STMA	Zoomlion, NADMO
Simulation Exercise	STMA							6,000.00				NADMO	Ghana National Fire Service,
International day for disaster risk reduction (IDDR)	STMA						9,250.00	12,480.00				NADMO	Assembly Members, Ghana Health Service.
Form DVG / DVC in communities and Schools	STMA						51,240.00	10,550.00				NADMO	Assembly Members, Ghana

													Education Service
Media sensitization programs	STMA						4,850.00					NADMO	Media House
Objective: Improve public health and environmental sanitation by making safe and clean toilet facilities more accessible by 2028													
Programme: Water and Environmental Sanitation Improvement Programme													
Integrated Bio-Digestion and Recycling Plant	Sofokrom								125,000,000.00			WMD	Private Sector
Modernization of Waste Collection Infrastructure	Bronyikrom, Bonsokrom, NkansaAnnoe New Site, Assemensud Essikafoam								10,000,000.00			Waste Management Department	Private Sector
Sofokrom Landfill Gas Capture and Management System	Sofokrom								11,250,000.00			Waste Management Department	Private Sector
Community Based Waste Segregation and Education Program	Metro wide								9,500,000.00			Waste Management Department	Private Sector
Support for the Informal Waste Pickers and Circular Economy	Metro wide								2,000,000.00			Waste Management Department	Private Sector
Implement a City-Wide Smart Waste Management Project (CWSWMP)	Sekondi/ Sofokrom/ Mpinstin								450,000,000.00			STMA	Private Sector
Objective: Enhance safety and security for all categories of road users by 2028													
Programme: Expand and maintain road transport infrastructure													

Mobilisation of the District Road Safety Committee to coordinate road safety activities	Metro Wide					20,000.00						National Road Safety Authority	Urban Road
Stakeholder Engagements (Transport Operators, Road Safety Actors (NGOs etc)	Metro Wide						28,000.00					National Road Safety Authority	Urban Road
Media Engagements	Metro Wide							8,000.00				NRSA	DVLA
Facilitation of Registration, Licensing & Permitting of Regulated Entities	Metro Wide					8,000.00						NRSA	DVLA
Facilitation of Continuous Professional Development for Safety Leaders (Transport Managers, RSOs, Technicians etc.)	Metro Wide					20,000.00						NRSA	Urban Road
Conduct Public awareness campaigns on the benefits of using public and active transportation	Metro-Wide					20,000.00	20,000.00					STMA (Planning Unit)	National Road Safety Authority,Private Sector, MIS
Propose punitive measures for unauthorized vehicles found within the CBD	CBD							1,500				DoT	Metro Guard Unit
Register new vehicles who may not have the permit to enter the CBD	DoT							1,500				DoT	Metro Guard Unit
Organize surveys at major transport terminals to obtain information on Operational capacity ·	Metro wide							10,000				DoT	Metro Guard Unit

Number of unions/routes Larry fares													
Conduct study into the floating operations phenomenon and propose measures to curb them.	Metro wide							6,000				DoT	MTTD
Educate all transport unions/operators, drivers and the general public on the benefits of walking/cycling and its positive impact on health and the environment.	Metro wide							10,000				DoT	Planning Unit.
Procure table top computer for the department	DoT							15,000				Procurement unit	Central Administration
Procure storage device for back up of all transport data	DoT							15,000				Procurement Unit	Central Administration
Procure one pick-up for official use	STMA							300,000				Central Administration	Procurement
Provide one air-condition for the department	DoT							6000				Procurement Unit	Central Administration
Provide one table top-freeze for the department	DoT							1,000				Procurement Unit	Central Administration

Plan and organise meetings with Regional, Branch and Station Executives of Transport Unions on public transport policies and programs.	Metro wide							9,000				DoT	Sub. Metro
Plan and carry out periodic visits to various Transport Unions offices and their monthly regional meetings.	Metro wide							3,500				DoT	Sub Metro
Organize walking and cycling promotions and events for various terminal/station to involve them on the active mobility conversation.	Metro wide							20,000				DoT	Planning Unit.
Engage with local communities to understand their needs and priorities for active mobility	Metro wide							7,000				DoT	Planning Unit.
Organize walking and cycling competition for the school clubs.	Metro wide							20,000				DoT	Planning Unit.
Educate all transport unions/operators, drivers and the general public on the benefits of walking/cycling and its positive impact on health and the environment.	Metro wide							10,000				DoT	Planning Unit.
Develop proposal for the introduction of operational permit fees.	DoT							10,000				DoT	Metro Guards

Collect data on revenue from lorry terminals in the metropolis.	Metro wide							4,500				DoT	Budget &Rating
Conduct study into the floating operations phenomenon and propose measures to curb them.	Metro wide							100,000				DoT	MTTD
Public Awareness of Development Control	Metro Wide							20,000.00				PPD	Works Depart.
Development Control/Management	Metro Wide							145,656.00				PPD	Works Depart.
Organize 12 SPC meetings and TPC meetings	STMA Office							30,000.00				PPD	SPC
Organize 12 Technical Site inspection	STMA Office							25,000.00				PPD	TSP
Development of Real Estate and Affordable Housing Schemes	Takoradi, Sekondi, Essikado-Ketan								500,000,000.00			STMA	Estate Developers
Objective: Pursue strategic local industrial development initiatives for economic growth by 2028													
Programme: Industrial Transformation and Strategic Local Industry Development													
Implementation of SEACAP Activities	Metro wide						260,000.00	400,000.00	10,000,000.00			Development Planning Unit	GIZ
Initiate School Cycling Club initiatives	Metro wide					20,000.00	10,000.00					STMA-Development Planning Unit	Ghana Education Service
Lunch a Bike to work/ school Campaign	Metro Wide					20,000.00	10,000.00					STMA-Development Planning Unit	GES, TUC, AGI

Organise Annual STMA Cycling	Metro Wide								100,000.00			STMA, Private Sector	NGOs, CSOs
Improve the road network and create bicycling lanes and green walkways that are gender responsive and socially inclusive (UTM)	Metro Wide					1,000,000.00			300,000,000.00			STMA-Department Urban Roads	Private Sector (SECO),
Objective: Enhance safety and security for all categories of road users by 2028													
Programme: Transport and Road Development Programme													
Routine works on Selected Roads in Sekondi-Takoradi Metropolis (Grading, Gravelling, Kerb Cleaning, Pothole Patching and Drain Repairs)	Metro-wide							2,500,000.00	125,000.00			Urban Roads	Regional Urban Roads/Works Department
Development of Traffic and Safety Infrastructure (including pedestrian walkways, rumble strips, etc.)	Metro-wide						1,250,000.00	250,000.00	125,000.00			Urban Roads	Regional Urban Roads/Works Department
Upgrading of Gravel Roads to Bituminous Roads	Mpinstin, Essipon, European Town, Airport Ridge, Upper New Takoradi, Lower new Takoradi, Railway and Beach Road					105,325,000.00						Urban Roads	Regional Urban Roads/Works Department

Rehabilitation of inner town road	Zongo/Estate, European Town, Asafo, Assemensu etc					1,875,000.00						Urban Roads	Regional Urban Roads/Works Department
Partial Reconstruction	Sofokrom Road, Ntwaaban Road, Sahara Avenue, Resource Avenue						55,250,000.00					Urban Roads	Regional Urban Roads/Works Department
Construction of Access Road	Ekuasi,Esaman to Bakaekyir						2,000,000.00					Urban Roads	Regional Urban Roads/Works Department
Renovation of Bakano Bridge	Bakano						2,000,000.00					Urban Roads	Regional Urban Roads/Works Department
Rehabilitation of footbridge in Adakope & Kokompe	Adakope & Kokompe,Bakadu,Diabene						4,000,000.00					Urban Roads	Regional Urban Roads, MWD
Completion of STMA 3-Story Green Technical Office complex with conference rooms, furniture and external works.	Sekondi – Urban Roads								20,000,000.00			STMA	Private Sector
Sustainable Urban Mobility and Transport Project	Sekondi - Takoradi								1,560,000,000.00			DoT	Private Sector
Objective: Strengthen flood control and drainage systems to reduce disaster risks by the end of 2028													
Programme: Drainage and flood control Prevention Programme													

Desilting of Gutter and Drains	Enoekuma and,Wages,Bakaekyir,Pariscoa,Beach,Road,Cassava farm						2,000,000.00					MWD	EHU
Implementation of drainage master plan in the Whin, kansawura, Buiwen, Pokuantra, Anakwari Basin (including the lining of channels and construction of box culverts)	Danyame/Nvale,Stream,West,Tankokrom-Airport Drain,PTC-Airport etc					550,328,256.00						DUR	MWD
Construction of 0.6 u-drain	Essikado East and West					2,000,000.00						URD	MWD
Construction of 0.9m pipe culverts	Airport Ridge, Mpentemnsrew, Sofokrom Landfill,etc					1,440,000.00						MWD	URD
Construction of 1.2m pipe culverts	Anoe Twabewu, Airport Ridge, Kansawrodo, Essaman					960,000.00						DoT	Works Department
Construction of double 0.9m pipe culverts	Benyakrom, Anoe Newsite					450,000.00						Roads Department	Works Department
Construction of double 1.2m pipe culverts	Airport Ridge, Ngyiresia,etc					900,000.00						Roads Department	Works Department

Objective: Provide safe, reliable, and sustainable access to water by 2028													
Programme: Water and Environmental Sanitation Improvement													
Gound Preparation and Provision of Skip Container	Ngyinamoabakam,Anafo						1,100,000.00					WMD	MEHO
Construction/Rehabilitate of Toilet Facility and Washroom	Mampong Community School, Ahanta Abasa Basic school, (selected school)						3,000,000.00	1,000,000.00					MEHO

2028 Annual Action Plan: Governance and Institutional Development

Project	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Organize at least three (3) General Assembly & Metropolitan Authority meetings, Subcommittee and others	STMA Office							450,000.00				Central Administration	Assembly,MembersSub-metros
Child Protection Environmental Governance	Metro - Wide						20,000.00					SWCD	NCCE
Constitution Week Citizenship Week World Environmental Cel.	Metro-Wide						25,000.00					NCCE	NADMO /GES

Security And Substance Abuse Environmental Governance	Metro - Wide												
Objective: Strengthen democratic governance by close of 2028													
Programme: Democratic Governance, Electoral Reform & Civic Education													
Organize 2no. Town Hall Meeting	Selected Communities							100,000.00				Development Planning Unit	Budget, PRO, Assembly Members
Organise MPCU Meetings	Metro - Wide							40,000.00				Development Planning Unit	MPCU
Monitoring and evaluation of programmes and projects	Metro - Wide							104,000.00				Development Planning Unit	MPCU, Assembly Members
Compilation of Administrative data	Metro-Wide						2,500.00	2,500.00				Statistics	MPCU
Training of officers on survey implementation procedures	Main Office						10,000.00	45,000.00				Statistics	GSS/ HR
Procure Stationary, Tyres, Batteries and Chemicals for Office derating and spraying	STMA Office							12,000.00	320,000.00			Procurement Unit	Budget Dept. Audit Unit, Sub-metros
Supply and Distribution of Uniforms for Metro Guards	STMA Office							100,000.00				Procurement Unit	Metro Guards

Maintenance of all IT equipment in the Assembly and Zonal Offices	STMA Office							4,000.00				MIS	All Department/Unit
Launching of E-Government Platform	STMA Office							28,956.40				MIS	TCSPP/ STMA
Server Installation and Configuration Training	STMA Office							10,000.00				MIS	HRD
Procurement of office equipment & Furniture for Internal Audit Unit	STMA Office							60,000.00				Internal Audit Unit	Procurement,
Organize Audit Committee Meetings	Main Office							74,500.00				Internal Audit Unit	Finance Depart.
Organize Annual Internal Audit Forum	Main Office							15,000.00				Internal Audit Unit	HR Department
Organize Internal Auditor's Congress	Main Office							8,000.00				Internal Audit Unit	HR Department
Capacity building of IAU's Staff	Main Office							36,000.00				Internal Audit Unit	HR Department
Preparation of Annual Audit Plan 2025 (stakeholders' engagement, stationery and fuel)	Main Office							8,000.00				Internal Audit Unit	All Department, Sub-metros
Preparation of Quarterly Report 2025 (stakeholders' engagement, stationery and fuel)	STMA office							40,000.00				Internal Audit Unit	All Department, Sub-metros
Organise annual high-profile event to build PPP. (Mayors Ball)	Hired Venue							35,000				Public Relation Office	Private Sector, Media

Project	Location	Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
													Personnel
Content Strategy & Digital Presence	STMA							50,000				Public Relation Office	MIS

2028 Annual Action Plan: International Relations

Objective: Deepen political, financial and administrative decentralization by the end of planned period													
Programme: Democratic Governance, Electoral Reform & Civic Education													
Project	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Preparation of 2026 Voluntary Local Review	STMA							20,000.00				Development Planning Unit	HoDs
Implementation of Smart SDG Cities Project	Metro Wide								400,000.00			Development Planning Unit	MPCU
Implementation of STMA OGP local Action Commitments	Metro wide								60,000.00			STMA	MEHU, Dev't Planning Unit, PRU Friend of the Nation
Facilitate Implementation of Urban Transition Mission	Metro wide								150,000.00			Development Planning Unit	Private Sector

Implementation of Nature-Base Solution Sekondi Takoradi Flood Resilient Project	Metro wide								30,000,000.00			Development Planning Unit	Private Sector

2029 Annual Action Plan: Economic Development

Objective: To build Strong and Resilient Economy by 2028													
Programme: Revenue Mobilization and Improvement													
Project	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Plan and Execute 2028 Bill distribution Activities	Metro Wide						85,000.00					Budget and Rating Department	Finance Depart.
Embark on Data Collection and Cleaning Exercise	Metro Wide							25,000.00				Budget and Rating Department	Statistics department and Finance
Organise the 2029 Fee Fixing Consultative Meeting and Finalize the Resolution for Approval	Sekondi							90,000.00				Budget and Rating Department	Finance Depart.
Gazette the 2029 Fee Fixing Resolution	Sekondi						80,000.00					Budget and Rating Department	Finance Depart.

Organise Budget Committee Meetings	Sekondi							35,000.00				Budget and Rating Department	Finance Depart
Organise Budget Hearings	Sekondi							15,000.00				Budget and Rating Department	Finance Depart.
Prepare 2029 Metropolitan Composite Budget	Sekondi							100,000.00				Budget and Rating Department	Finance and Development Planning
Launching of Budget Support Programme	Sekondi						20,000.00					Budget and Rating Department	Finance Depart.
Prepare Mid-Year Review and Supplementary Budget	Sekondi							25,000.00				Budget and Rating Department	Finance and Development Planning
Organise Social Accountability Forum	Sekondi							15,000.00				Budget and Rating Department	Finance and Development Planning
Prepare Budget Performance Reports	Sekondi							10,000.00				Budget and Rating Department	Finance and Audit Unit
Conduct monthly market readings	Takoradi and Sekondi Markets							7,500.00	2,500.00			Statistics	GSS
Objective: To Promote Local Economic Development by 2028													
Programme: Development of Trade and Industries/Local Economic Development													
Organise biannual business Breakfast Meetings with Mayor	Hired Venue							40,000		*		Public Relation Office	Media Personnel
Organize Business Digitalization 4 Jobs Training for Women LED MSMEs	Metro - wide							70,000				Business Advisory Center	Gender, NGO

Organize marketing for Businesses Training f	Metro - wide						70000					Business Advisory Center	GEA
Soap Training for youth and Women within the Metropolis	Metro-Wide						100000					Business Advisory Center	YEA
Distribution of Start Up Kits for Graduate Apprentices	Metro-wide						300000					Business Advisory Center	GEA
Monitoring of Beneficiaries of Start Up Kits	Metro-wide						8000					Business Advisory Center	GEA
Business Engagement with Artisans	Metro - wide						30000					Business Advisory Center	GEA
Business Engagement with various MSME	Metro-Wide						30000					Business Advisory Center	GEA
ICT Training for the women	Metro-Wide						100000					Business Advisory Center	GEA
Regulatory Training for manufacturers /processors	Metro wide						80000		100,000,000.00			Business Advisory Center	GEA
Redevelopment of Sekondi and Ebrufum Markets, Loading Bay, Main Spain lorry station and Automated bus terminal (STIMIP)	Sekondi Market, Main Spain, Takoradi								5,056,175.64			STMA	Driver Union,
Construction of new Market/Market stores	Essikado (Gyataho Roundabout), Zongo Estate,						500,000.00		700,000.00			Works Department	Private Sector

	Diabene, Anoe, Upper New Takoradi												
Construction of Fishmongers Shelter	European Town								500,000.00			Works Department	Department of Agriculture
Construction of Multi-purpose Lorry station at Adiembra	Adiembra						500,000.00		1,000,000.00			Works Department	Private Sector
Rehabilitation and Extension of Fishmongers Shelter	European Town							500,000.00				Works Department	Private Sector
Renovation of Lorry Station	Sekondi Asafo, Essikado							100,000.00				Works Department	Private Sector
Construction of Lorry Park at Sekondi Railway Station	Sekondi								1,000,000.00			Works Department	Office of MP
Redevelopment of Esikado/ Kojokrom market	Kojokrom/Essikado								200,000,000.00			STMA	Office of MP
Revamping of WAMPCO (West African Mills Company Limited) Cocoa Processing Factory	Sekondi								930,000,000.00			COCOBOD	STMA
Redevelopment of Artisanal Enclaves into Modern Craft and Industrial Zones	Sekondi-Takoradi								100,000,000.00			STMA	Private Sector

Construction of a Sea Salt Processing Plant	Essipon - Sekondi								300,000,000.00			STMA	Private Sector
Solar Panel Assembling Plant	Kansaworado Area								1,560,000,000.00			STMA	Private Sector
Update Business Register	Sub-Metros							12,666.67				Statistics	Finance /Budget
Objective: Develop and expand the tourism industry for economic development by 2029													
Programme: Tourism and Creative Arts Development Programme													
Restoration of historic sites and colonial buildings	Sekondi, European town								5,000,000.00			Public Relation Unit	Ghana Museum Authority
Facilitate the organization of "Yesu Asor "Easter Carnivals at Sekondi and Communities Fest at Adiembra, Kweikuma, Nkotompo, Ekuasi/Essaman to boost domestic tourism	Sekondi							30,000				Public Relation Office	Sekondi Sub Metro
Support the celebration of Kundum Festival to boost domestic tourism	Metro wide							40,000				Public Relation Office	Traditional Councils
Facilitate the organization of Annual Masquerading Carnivals to boost domestic tourism	Takoradi							40,000				Public Relation Office	Tadi Sub Metro, Ghana Tourism Authority

Organise Stakeholders' Engagement and Community Relation	Metro wide							35,000				Public Relation Office	PRCC, Hon. Assembly Members
Organise Annual Engagement with Media Practitioners	Metro-Wide							25,000				Public Relation Office	GJA, Media Houses
Organize media programmes to educate the public on policies, programs and service of the Assembly	Selected Radio Stations & CIC Centers							40,000				Public Relation Office	Media Houses
Celebration Of Sakeva Festival	Metro wide								1,000,000.00		*	STMA	TSCPP
Support the observation of the Western Regional, National Day of Prayer & Thanksgiving	STMA, WRCC & EKMA							30,000.00				Public Relations Unit	WRCC, EKMA
Nurse, Plant and Nurture 1000 fruit trees for youth, aged and PWDs	Metro wide							100,000.00				Agric Directorate	NGO, RADU, EPA.TCDA
Organize Farmers Day Celebration	Yet to be decided							200,000.00				Agric Directorate	MMDA, Stakeholders
Support & organize sensitization on Feed Ghana programme	Metro Wide							2,500.00				Agric Directorate	Stakeholders, MMDA
Conduct yield studies on selected major crops/livestock	Metro-wide							2,500.00				Agric Dept.	NGO, RADU, VSD

Organize one (1) district planning session & two (2) zonal planning sessions	Sekondi, Sofokrom,Mampong						1,250.00	14,000.00				Agric Directorate	NGO, FARMERS, RADU
Organize training workshop for 20 women & Agric staff on the inclusion of protein in diet of children	Dept of Agric office							2,000.00				Agric Directorate	GHS, NGO
Collate and compile project activities report quarterly & annually	Metro wide							10,500.00				Agric Directorate	RADU, NGO, VSD
Organize training on urban agriculture (Animal husbandry) for 30 youth farmers on production & management of quality fingerlings								1,250.00				Agric Directorate	TCSPP, RADU, CSIR

Objective: Enhance equitable access to and participation in quality education at all levels in the Metropolis													
Programme: Education Access, Equity, and Quality Improvement													
Project	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q1	Q2	Q3	Q4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating

Organize my first day at school	Metro wide							10,000.00				Metro Education Directorate	Central Administration
Construction of new classroom block with toilet facility	Nkroful STMA Primary School, Nketsiakrom (Nkansa School)					2,300,000	2,300,000.00					STMA	Works Department
Construction of new modern youth center and modern library	Kojokrom,Mpinstin /Sofokrom & Inchaban Nkwanta							2,000,000.00	3,000,000.00			STMA	Ghana Library Authority
Rehabilitation of school buildings	Ketan, Yesuado Model School						50,000.00	30,000.00				STMA	Works Department
Construction of Fencing Wall for a cluster of Schools	Essikafoambantem No. 1, freeman methodist school airport, Kobina Gyan school, Bishop O'Rock					2,300,000			616,684.00			MWD	GES
Construction of new I.C.T lab	Upper New Takoradi								300,000,000			Works Dept	GES
Construction of day care centre in main Spain	Main Spain							300,000,000	100,000,000.00			Works Dept	Social Welfare
Construction of new teachers' bungalow	Ntamakrom						2,300,000.00					Works Dept	GES

Renovation of 5No. Basic Schools (Dr. Osam Pinanko, AME Zion JHS, Anoe D/A Primary School, Nassiriya Islamic Basic School, Kansaworado Catholic Basic School)	Metro Wide						300,000.00	50,000.00	500,000.00			Works Dept	GES, GLOCEF
Construction of 1No. Unit Classroom Block with Offices, ICT Office and WC Toilet Facility	Nana Kobina Gyan								799,990.83			Works Dept	Metro Education Directorate
Construction of 1No. 3-Unit Classroom Block with Offices and Storeroom	Prophet Nkansah-Kojokrom								580,445.00			Works Dept	Metro Education Directorate
Emergency Sectional Reroofing of Nkroful M/A Basic School	Nkroful								61,510.00	New		Works Dept	Metro Education Directorate
Construction of 1No. Kindergarten Block	Metro-wide								700,000.00	New		Works Dept	Metro Education Directorate
Procurement of 200 No. Teachers' Tables and Chairs	Metro Wide								450,000.00	New		Proc. Unit	Metro Education Directorate
Organize Literacy Day Celebration	Sekondi								50,000.00	New		Complementary Education	STMA, NGOs

Organise STMIE	Metro Wide						25,000.00			New		Metro Education	Central Administration
Organise Pre-Independence Day Celebration for KG Schools in the Metropolis	Metro Wide								24,000.00			Metro Education	Central Administration
Support for Inter-District sport festival	Metro Wide						50,000.00					Metro Education	Central Administration
In service training for newly recruited teachers	Metro Wide						12,000.00					Metro Education	Central Administration
Preparation of Annual District Education Operational Plan (ADEOP)	Metro Wide						15,000.00					Metro Education	Central Administration
Support for Basic Education Certificate Examination (BECE) (Monitoring, Distribution etc.)	Metro Wide						20,000.00					Metro Education	Central Administration
Objective: Promote sports and youth development by 2028													
Programme: Sports and Recreational Development													
Construction of new community center	Ngyiresia/Mempeasem, Amanful West, Spain and Edufurum, Presby electorial Area, Diabene,						4,500,000		9,000,000.00			STMA	Private Sector

	Ketan,Bronyikrom,Akromakrom												
Constructing a new information centre	Cassava farm, Presby electoral Area							500,000.00	200,000.00			STMA	NGOs, ISD
Construction of new football park	Mpinstin, Essipon					500,000.00			500,000.00			STMA -Works Department	Private Sector
Objective: Ensure reliable access to safe water for all by 2028													
Programme: Water and Environmental Sanitation Improvement													
Rehabilitation of bore hole	Essaba (Ntankoful)							20,000.00				Works Department	Private Sector
Extension Water	Mpinstin, Sofokrom, Inchaban Nkwanta						1,000,000.00	100,000.00	200,000.00			Works Department	Private Sector
Provission of Mechanised Water System for communities	Zongo Estate,							120,000.00				Works Department	Private Sector
Establishment of community Water Network System	Metro-wide								50,000,000.00			STMA	Private Sector
Objective: Enhance public safety and securityby 2028													
Programme: Peacebuilding, Community Safety & Police-Community Partnerships													
Electricity Extension	Ngyiresia,Essikafoambantem No. 1European, Town,Eshiem,Mpinstin,Sofokro					200,000,000.00	200,000.00	100,000.00	300,000.00			STMA -Works Department	Electricity Company of Ghana

	m Inchaban Nkwanta												
Provision of Streetlight	Beach Road,North/South Chapel Hill, Beach Road						1,000,000.00	1,000,000.00	1,000,000.00			Works Department	
Extension of Sea Defence	Assemensudo					150,000,000.00			50,000,000.00			STMA	Ministry of Works and Housing
Construction /renovation of Police Station	Essikado, BU,Lower New Takoradi,Main Spain, Adiembra					70,000.00			500,000,000.00			Works Department	Ghana Police Service
Objective: Provide adequate health infrastructure and institute functional health logistics by 2029													
Programme: Health Systems Strengthening and Disease Control													
Conduct quarterly monitoring and supportive supervision on routine immunization.	Metro wide							3,240.00				HIV Focal Person	Ghana health Service
Conduct quarterly HIV/AIDS review meetings.	Metro wide								8,360.00			HIV Focal Person	Ghana health Service
Conduct awareness creation on the 90-90-90 goal through media platforms	Metro wide						10,000.00		10,000.00			HIV Focal Person	Ghana health Service
Organize quarterly HIV Testing Services (HTS) by utilizing public gatherings e.g.:	Metro Wide						10,000.00					HIV Focal Person	Ghana health Service

festivals, political events, schools and community outreach)													
Organize World AIDs Day Celebration	Metro Wide						4,000.00	5,000.00	4,000.00			HIV Focal Person	Ghana health Service, NGO
Objective: Ensure that children's rights and welfare are protected by the end of the planned period.													
Programme: Child Protection and Development													
Compile and update statistical compendium on women and men annually	Main Office							15,000.00				Statistics	SWCD
Render social services to 2 hospitals	Metro wide						3,000.00	3,000.00	3,000.00			DSW& CD	MPCU, GHS, NHIA
Support 50 persons with disabilities (PWDs)	Metro wide						100,000.00	50,000.00	20,000.00			DSW& CD	MPCU, GHS, NHIA,
Provide social Protection	Metro wide						20,000.00	10,000	20,000.00			DSW& CD	MPCU, NHIA, ISD, GES, GFD, NYA, NCCE, GHS
10 Social Education in Radio Stations on Gender Based violence	Metro wide						5,000.00	6,000.00				DSW& CD	MPCU, Media

Provide adult education for 3 groups	Metro wide						3,000.00	3,000.00	3,000.00			DSW& CD	MPCU, CSO's
Train income generating groups in pastries.	Metro wide						3,000.00	3,000.00	3,000.00			DSW& CD	MPCU, CSO's
Organize sensitization programme for community members to advocate for prevention of SGBV in the Metropolis	Sekondi							6,250.00				Gender Desk Officer	SWCD/ GES/ CSOs
Implementation of anti- sexual harassment policy for staffs and clients	Essikadu-Ketan, Sekondi, Takoradi						8,333.33					Gender Desk Officer	SWCD/ HR/ CSOs
Build capacities of youth to become more actively involved in the decision-making processes.	Essikadu							20,000.00				Gender Desk Officer	SWCD/ NYA/ CSOs
Organize adolescent reproductive health campaigns	Daibene, Kojokrom, Essipon Reproductive health centers							3,750.00				Gender Desk Officer	SWCD/ GHS/GES/ CSOs
Objective: Enhance hygiene and sanitation for all by 2029													
Programme: Water And Environmental Sanitation Improvement													
Premises Inspection	Metro Wide							202,000.00				EHSU	W M D

Food Hygiene and Safety	Metro Wide							84,500.00				EHSU	F D A, G T A, VETERINARY DEPARTMENT
Disinfection & Disinfestation (Fumigation)	Metro Wide						715,000.00					EHSU	W M D, ZOOMLION
Health Education & Promotion Activities	Metro Wide							533,000.00				EHSU	PRO, MHD
Law Enforcement	Metro Wide							10,500.00				EHSU	Legal Department

Project	Location	Time Frame				Cost				Project Status		Implementing Institution/Department	
		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Industrial / institutional visitation	STMA					9,640.00						NADMO	GNFS
Public sensitization	STMA						40,518.00					NADMO	GES, GNFS, EHD-STMA, MEDIA HOUSE
Dredging and desilting of drains	STMA					6,000.00						NADMO	STMA
International day for disaster risk reduction (IDDR)	STMA							9,250.00				NADMO	Assembly Members, Ghana Health

													Service, Ghana Education Service
Objective: Enhance hygiene and sanitation for all by 2028													
Programme: Water and Environmental Sanitation Improvement													
Integrated Bio-Digestion and Recycling Plant	Sofokrom								125,000,000.00			Waste Management Department	Private Sector
Modernization of Waste Collection Infrastructure	Bronyikrom, Bonsokrom, Nkansa, Annoe New Site,								10,000,000.00			Waste Management Department	Private Sector
Objective: Improve efficiency and effectiveness of road transport infrastructure and services by 2029													
Programme: Transport and Road Development Programme													
Mobilisation of the District Road Safety Committee to coordinate road safety activities	Metro Wide					20,000.00						National Road Safety Authority	DoT, MURD
Stakeholder Engagements (Transport Operators, Road Safety Actors (NGOs etc)	Metro Wide					28,000.00						National Road Safety Authority	DoT, MURD
Media Engagements	Metro Wide					8,000.00						National Road Safety Authority	DoT

Facilitation of Registration, Licensing & Permitting of Regulated Entities	Metro Wide					8,000.00						National Road Safety Authority	DoT
Facilitation of Continuous Professional Development for Safety Leaders (Transport Managers, RSOs, Technicians etc.)	Metro Wide					20,000.00						National Road Safety Authority	DoT
Operational Audit (Transport Dept/Units and other entities)	Metro Wide					4,000.00						National Road Safety Authority	DoT
Safety Ratings (Commercial Transport Operators)	Metro Wide					4,000.00						National Road Safety Authority	DoT
Sensitization for Motorcycle / tricycle riders	Metro Wide					5,000.00						National Road Safety Authority	DoT
Preliminary Response to and Assessment of road crashes	Metro Wide					10,000.00						National Road Safety Authority	DoT
Coordinated Compliance Operations with relevant stakeholders (DVLA, MTTD, Assembly Guards, etc.)	Metro Wide					60,000.00						National Road Safety Authority	DoT, Police Service
Conduct Public awareness campaigns on the benefits of using	Metro-Wide					20,000.00	20,000.00					STMA (Planning Unit)	National Road Safety Authority,

public and active transportation													Private Sector, MIS
Introduce special identification for vehicles permitted to operate within the CBD	Metro wide							10,000				Procurement	DoT
Procure table top computer for the department	DoT							15,000				Procurement unit	Central Administration
Procure storage device for back up of all transport data	DoT							15,000				Procurement Unit	Central Administration
Procure one pick-up for official use	STMA							300,000				Central Administration	Procurement
Laisse with the Assembly to get national service officers to be use as operation/traffic officers for the department.	DoT							0				HR	DoT
Provide one air-condition for the department	DoT							6000				Procurement Unit	Central Administration
Provide one table top-freeze for the department	DoT							1,000				Procurement Unit	Central Administration

Plan and organise meetings with Regional, Branch and Station Executives of Transport Unions on public transport policies and programs.	Metro wide							9,000				DoT	Sub. Metros
Public Awareness of Development Control	Metro Wide							9,000.00				PPD	Works
Development Control/Management	Metro Wide							145,656.00				PPD	Works
Organize 12 SPC meetings and TPC meetings	STMA Office							30,000.00				PPD	SPC
Organize 12 Technical Site inspection	STMA Office							25,000.00				PPD	TSP
Development of Real Estate and Affordable Housing Schemes	Takoradi, Sekondi, Essikado-Ketan								500,000,000,.00			STMA	Private Sector
Implementation of SEACAP Activities	Metro wide						260,000.00	400,000.00	10,000,000.00			Development Planning Unit	Private Sector
Initiate School Cycling Club initiatives	Metro wide					20,000.00	10,000.00					STMA-Development Planning Unit	Ghana Education Servic
Lunch a Bike to work/ school Campaign	Metro Wide					20,000.00	10,000.00					STMA-Development Planning Unit	Ghana Education Service, Trade Union Congress,

													Association of Ghana Industries
Organise Annual STMA Cycling	Metro Wide								100,000.00			STMA, Private Sector	NGOs, CSOs
Improve the road network and create bicycling lanes and green walkways that are gender responsive and socially inclusive (UTM)	Metro Wide					1,000,000.00			300,000,000.00			STMA-Department Urban Roads	Private Sector (SECO),
Objective: Improve efficiency and effectiveness of road transport infrastructure and services by 2029													
Programme: Transport and Road Development Programme													
Routine works on Selected Roads in Sekondi-Takoradi Metropolis (Grading, Gravelling, Kerb Cleaning, Pothole Patching and Drain Repairs)	Metrowide								125,000.00			Urban Roads	Private Sector/Regional Urban Roads/Works Department
Development of Traffic and Safety Infrastructure (including pedestrian walkways, rumble strips, etc.)	Metro-wide						1,250,000.00	250,000.00	125,000.00			Urban Roads	Private Sector/Regional Urban Roads/Works Department

Upgrading of Gravel Roads to Bituminous Roads	Mpinstin, Essipon, European Town, Aiport Ridge,						105,325,000.00					Urban Roads	Regional Urban Roads/Works Department
Objective: Strengthen flood control and drainage systems to reduce disaster risks by 2029													
Programme: Drainage and flood control Prevention Programme													
Desilting of Gutter and Drains	Enoekuma and Wages, Bakaekyir etc						20,000.00					WMD	MEHU
Implementation of drainage master plan in the Whin, kansawura, Buiwen, Pokuantra, Anakwari Basin (including the lining of channels and construction of box culverts)	Selected Areas					550,328,256.00						Department of Urban Road	Works Department
Construction of 0.6 u-drain	Essikado East and West					2,000,000.00						Roads Department	Works Department
Construction of 0.9m pipe culverts	Airport Ridge, Mpentemnsrew, Sofokrom					1,440,000.00						Roads Department	Works Department

Construction of 1.2m pipe culverts	Anoe Twabewu, Airport Ridge,					960,000.00						Roads Department	Works Department
Construction of double 0.9m pipe culverts	Benyakrom, Anoe Newsite					450,000.00						Roads Department	Works Department
Construction of double 1.2m pipe culverts	Airport Ridge, Ngyiresia, Agric New Site, Kweikuma					900,000.00						Roads Department	Works Department
Objective: Improve public health and environmental sanitation by 2029													
Programme: Water and Environmental Sanitation Improvement													
Gound Preparation and Provision of Skip Container	Ngyinamoabakam ,Anafo						1,100,000.00					WMD	MEHO
Construction/Rehabilitate of Toilet Facility and Washroom	Mampong Community School etc						3,000,000.00	1,000,000.00				STMA	MEHO
Fumigation Exercise	Beach Road,							100,000.00				WMD	MEHO

Project	Location	Time Frame	Cost	Project Status	Implementing Institution/Department

		Q 1	Q 2	Q 3	Q 4	GoG	DACF	IGF	Others	New	Ongoing	Lead	Collaborating
Organize at least three (3) General Assembly & Metropolitan Authority meetings, All Sub-Committee meetings	STMA Office								450,000.00			Central Administration	Assembly Members, Sub-Committee chairpersons
Child Protection Environmental Governance	Metro Wide						20,000					NCCE	MIS
Constitution Week Citizenship Week World Environmental Cel.	Metro Wide						10,000.00					NCCE	NADMO/GES
Peaceful Coexistence Environmental Governance	Metro Wide						2,500.00					NCCE	MIS
Security And Substance Abuse Environmental Governance	Metro Wide						30,000.00					NCCE	MIS
Organize 2no. Town Hall Meeting	Selected Communities							100,000.00				Development Planning Unit	Budget, PRO, Assembly Members
Organise MPCU Meetings	Metro Wide							40,000.00				Development Planning Unit	MPCU
Monitoring and evaluation of programmes and projects	Metro Wide							104,000.00				Development Planning Unit	MPCU, Assembly Members
Compilation of Administrative data	Metro-Wide						2,500.00	2,500.00				Statistics	MPCU
Training of officers on survey implementation procedures	Main Office						10,000.00	45,000.00				Statistics	GSS/ HR

Procure Stationary, Tyres, Batteries and Chemicals for Office derating and spraying	STMA Office							12,000.00	320,000.00			Procurement Unit	Budget Dept. Audit Unit, Sub-metros
Supply and Distribution of Uniforms for Metro Guards	STMA Office							100,000.00				Procurement Unit	Metro Guards
Maintenance of all IT equipment in the Assembly and Zonal Offices	STMA Office							4,000.00				MIS	All Department/ Unit
Launching of E-Government Platform	STMA Office							28,956.40				MIS	TCSPP/ STMA
Server Installation and Configuration Training	STMA Office							10,000.00				MIS	
Procurement of office equipment & Furniture for Internal Audit Unit	STMA Office							60,000.00				Internal Audit Unit	Procurement,

Annex 2. List of Reference

i. Planning Guidelines for preparing the 2026-2029 Medium-Term Development Plans. National Development Planning Commission.
ii. The National Development Planning (Systems) Regulation, 2016 (L.I. 2232).
iii. Parliament of the Republic of Ghana. (2016). *Local Governance Act, 2016 (Act 936)*. Government of Ghana.
iv. Parliament of the Republic of Ghana. (1994). *National Development Planning System Act, 1994 (Act 480)*. Government of Ghana.
v. Parliament of the Republic of Ghana. (1994). *National Development Planning Commission Act, 1994 (Act 479)*. Government of Ghana
vi. National Development Planning Commission. (2025). *National Medium-Term Development Policy Framework (2026 - 2029)*. National Development Planning Commission.
vii. Parliament of the Republic of Ghana. (2016). *Land Use and Spatial Planning Act, 2016 (Act 925)*. Government of Ghana.
viii. Parliament of the Republic of Ghana. (2019). *Land Use and Spatial Planning Regulation, 2019*. Government of Ghana.

Report of Public Hearing on STMA Medium-Term Development Plan (2026–2029) held on Friday, 24th October 2025 at Makarios Church, Sekondi.

Name of District:	Sekondi-Takoradi Metropolitan Assembly	**Region:**	Western
Venue:	Makarios Church, Sekondi	**Date:**	24th October, 2025

1. **Medium of invitations and notices:** Letters, Radio Announcements, Personal Contacts, Telephone calls and WhatsApp Platforms.
2. **Names of Special or Interest groups and individuals invited:** See *Appendix 16*
3. **Identifiable representation at the hearing:**
    - Hon. Member of Parliament, Takoradi Constituency
    - Hon. Member of Parliament, Sekondi Constituency
    - Hon. Member of Parliament, Essikado-Ketan Constituency
    - Hon. Metropolitan Chief Executive (MCE)
    - Hon. Presiding Member
    - Hon. Assemblymembers
    - Unit Committee Chairs and Secretaries
    - All Head of Departments and Units
    - Traditional Authority Representatives
    - Representatives of the Ministries, Departments and Agencies
    - Representative of the Regional Economic Planning Officer
    - Persons with Disabilities (PWD's Representatives)
    - Non-Governmental Organizations
    - Community-Based Organizations
    - Chairman of the Development Planning Sub-Committee
    - Sub-Metro. Council Members
    - Private Companies
    - Trade Associations
    - Artisans Associations
    - Opinion Leaders
    - Market Queens/Women
    - Youth Groups
    - Women Groups
    - Political Party Representatives

- Development Partners
- The Media

4. **Total Number of participants at Hearing**: 190
5. **Gender Ratio**: Male: 149 (78%) and Female: 41 (22%)
6. **Languages used**: English, Akan/Fante and Sign Interpreter

7. **Extracts from Mayor's Key Note Address**

   The Metropolitan Chief Executive (MCE) of the Sekondi-Takoradi Metropolitan Assembly, in his address, explained that the purpose of the public hearing was to present the Draft 2026–2029 Medium-Term Development Plan (MTDP) to key stakeholders and the general public, with the aim of gathering feedback and validating the proposed development priorities of the metropolis. He emphasized that the session formed part of the participatory planning process mandated by the National Development Planning Commission (NDPC), serving as a follow-up and confirmation meeting to ensure that the draft plan truly reflects the needs and aspirations of the people of Sekondi-Takoradi.

The MCE noted that the preparation of the plan had been highly consultative, involving traditional authorities, Assembly Members, decentralized departments, private sector

representatives, civil society organizations, youth and women's groups, persons with disabilities, and community leaders. Through these engagements, several key development challenges of the metropolis were identified, including:

- Insufficient waste management services
- Poor road conditions
- Inconsistent water supply
- Inadequate health and educational infrastructure
- Youth unemployment, and
- Frequent flooding in some communities

He further highlighted some of the priority projects captured in the plan for implementation, particularly under the **Sekondi-Takoradi Integrated Market and Infrastructure Project**, which includes:

i. Main Spain Mini-Transit Terminal
ii. Beach Road Taxi Station
iii. Sofokrom Haulage Terminal
iv. Eburifum Market Redevelopment
v. Sekondi Central Market

He underscored that the draft plan, estimated at GH₵19.29 billion, seeks to promote sustainable, inclusive, and resilient development through strategic interventions in five key thematic areas: Economic Development, Social Development, Environmental and Human Settlement Development, Governance and Institutional Development, and International Relations and Development Cooperation.

In conclusion, the MCE called on all stakeholders and citizens to continue working together in unity, transparency, and commitment to make Sekondi-Takoradi a **resilient, competitive, and sustainable metropolis**, one that provides opportunities for all and reflects the collective vision of its people.

Presentation Of the Draft Medium-Term Development Plan (2026 – 2029)

The Metropolitan Development Planning Officer, on behalf of the Metropolitan Chief Executive (MCE) made a presentation on the content of the MTDP 2026 – 2029 to the participants. **Key outline of the presentation include:**

- Background to the Plan Preparation
- Core Values of STMA
- Summary of Key Development Problem

- ❖ Prioritised Community Needs/issues
- ❖ Programmes of Action and Action Plans
- ❖ Cost of the Plan

Total Cost of Implementation

The total estimated amount for implementing all programmes and projects in the MTDP (2026 – 2029) is GHC19,290,295,659.20, with funding expected from GoG -9.74%, DACF – 1.14%, IGF – 5.05% and Donors – 81.1%.

Key Development Issues

- Insufficient waste management services
- Poor road conditions
- Inadequate water supply
- Inadequate/poorly equipped health and educational infrastructure
- Youth unemployment
- Frequent flooding in some communities

Summary and Responses to Questions during Stakeholder Discussions

During the stakeholder consultation meeting, several key issues, concerns, and suggestions were raised by representatives from various institutions and communities regarding the preparation and implementation of the 2026–2029 Medium-Term Development Plan (MTDP). Below is a summary of the issues raised and the corresponding responses provided by the STMA Planning Team (***Refer to the Table below for details).***

Conclusion

The stakeholder engagement provided valuable insights into community priorities and implementation challenges. It highlighted key development challenges in waste management, infrastructure, transportation, and social inclusion. The feedback gathered serves as a vital input for refining and prioritizing interventions in the 2026–2029 Medium-Term Development Plan. The STMA Planning Team assured participants that all issues raised will be reviewed and integrated into the 2026–2029 MTDP, ensuring a participatory, inclusive and results-oriented planning process. This also afforded the community members to own and sustain the process and subsequent implementation of the MTDP 2026 – 2029.

Key Observations and Lessons:

- There is a strong demand for improved basic infrastructure and social services across communities.
- Waste management and sanitation remain a major public concern, requiring sustained investments and community partnerships.
- Enhanced coordination among departments and development partners is needed to avoid project duplication and improve efficiency.
- Strengthening inclusive planning mechanisms, particularly for marginalized groups such as

PWDs, is essential for equitable development.

8. Proposals for Resolution

In response to the issues raised, stakeholders were informed that the Metropolitan Assembly can undertake more projects across various sub-sectors only if additional funds are generated internally, given the current constraints on external funding flows.

Regarding sanitation, participants were reminded that maintaining cleanliness is a shared responsibility of all citizens. However, they were assured that the Assembly would allocate more resources to sanitation activities to ensure that the Metropolis remains clean and healthy.

9. Brief Comment on General Level of Participation

The public hearing was well attended by stakeholders from diverse backgrounds who actively participated in the discussions. During the open forum, participants took turns to ask questions, which were addressed by the heads of relevant departments. At the conclusion of the programme, the Assembly unanimously adopted the plan.

Stakeholder / Representative	Issue / Suggestion Raised	Response / Analysis
Goshen Foundation (NGO)	The representative inquired whether existing or potential donor partners have been identified to support the implementation of the MTDP, as indicated in the cost analysis.	The Planning Team explained that the Assembly has identified several development partners and donor agencies to support specific sectors, particularly in sanitation, education and climate resilience. Ongoing engagements are being held with institutions such as CoM SSA, GIZ, C40 Cities, AfDB, EIB and the EU, among others, to align funding priorities with the MTDP. Additionally, the Assembly will strengthen its resource mobilization strategy to attract new donor partnerships during the plan period.
BU-Ketan Representative	The representative requested the provision of skip containers and the construction of a Junior High School (JHS) facility for the BU community.	The Assembly acknowledged the request and noted that the provision of skip containers has been factored into the Solid Waste Management Program under the Environmental and Sanitation sub-sector. The need for a new JHS at BU-Ketan will also be forwarded to the Education Directorate for assessment and possible inclusion in the Annual Action Plans
GPRTU Sekondi Representative	Observed that the Sekondi Lorry Park was not included in the compiled list of development issues.	The question was acknowledged, but the Planning Team pointed out that it was already captured in the needs under the Sekondi –Asafo community needs and assured that the rehabilitation and reorganization of the Sekondi Lorry Park have already been incorporated into the transport infrastructure component of the new MTDP
Mr. Frederick Andoh	Raised concerns about the lack of a designated area for relocating the Sekondi market women, suggesting the Essikado Market as a potential relocation site.	The Assembly appreciated the suggestion and confirmed that discussions are ongoing to identify a suitable site for the temporary relocation of traders during redevelopment works. The Essikado Market will be assessed for feasibility and accessibility before any decision is finalized
Mr. Chris Watcher	Called for increased support for persons with disabilities (PWDs).	The Assembly reaffirmed its commitment to inclusivity and assured that programs for PWDs, including vocational training and accessibility improvements in public facilities, are incorporated into the Social Development component of the MTDP. Continuous collaboration with the Social Welfare Department and PWD Associations will be pursued.
Representatives from Kweikuma and Nkontompo	Noted that no activities were reported for their communities.	The Assembly clarified that activities for Kweikuma and Nkontompo are captured under Urban Infrastructure and Sanitation Programs, though community-specific data may not have been highlighted in the summary. The Planning Team assured that detailed activities for each community will be reflected in the final MTDP implementation matrix
Mr. Emmanuel Eshun	Mentioned concerns about the incomplete Bakaekyir road project.	The Assembly acknowledged the concern and explained that the project falls under the **Department of Urban Roads**. The issue will be revisited with the Regional Roads Directorate to ensure completion under the next phase of urban road improvements
Mr. Frank Kwabena Danso	Raised issues on a designated place for relocating Beach Road taxi drivers and traders.	The Assembly confirmed that the relocation site for taxi drivers and traders will be assessed by the Transport Department and Physical Planning Unit.

13. Assent to Acceptance of Public Hearing Report:

Name/Designation	**Signature**
Hon. Frederick Fuastinus Faidoo Metropolitan Chief Executive:	METRO CHIEF EXECUTIVE SEKONDI/TAKORADI METROPOLITAN ASSEMBLY DATE.........../........./20........
Mr. Mohammed Alhasan Yakubu Metropolitan Coordinating Director:	METRO CO-ORDINATING DIRECTOR SEKONDI/TAKORADI METROPOLITAN ASSEMBLY SEKONDI DATE........./........./20........
Hon. Patrick Prempoh Presiding Member:	Rt. Hon. ... Member. Sekondi-Tak... Assem...
Hon. Alexander Sacky Chairman, Development Planning Sub – Committee:	
Alhaji Mahama Antuonogwen Abu Metropolitan Development Planning Officer:	

OFFICE OF SEKONDI - TAKORADI
METROPOLITAN ASSEMBLY
P. O. BOX 74
SEKONDI

Hon Assembly Members

SEKONDI-TAKORADI METROPOLITAN ASSEMBLY
STAKEHOLDERS VALIDATION (MTDP 2026-2029)
ATTENDANCE SHEET

ate: 24th October 2025 Venue: Makafous Church

S/N	NAME	COMMUNITY/ORGANIZATION	POSITION	CONTACT	SIGNATURE
1	Albert Tandley	Fijai	Assemblyman	Email: Tel: 0559729171	
2.	Ibrahim Salley	Govt App	Govt App.	Email: Tel: 0550102329	
3.	Ebenezer K. Thompson	Govt. App Sekondi	Govt. App	Email: Tel: 0243133293	
4	Gabriel Ato Mensah	Mempeasem	Assemblyman	Email: Tel: 0242773105	
5	Abdul B. Salami	Yensuado		Email: Tel: 0208255132	
6	Kassim Mingle	Kojokrom	Assemblyman	Email: Tel: 0544406010	
7	Murtala Moh.	Zongo/EST	Assembly	Email: Tel: 0544894106	
8	Baba Salam	Yensuadu	Assembly Man	Email: Tel: 054378144	
9	Mark G. Amadzi	Essikado West		Email: Tel: 0247638878	
10	Asigbey E. Yao	Essikado East		Email: Tel: 0244949573	

~~Hon Assembly Members~~
UNIT COMMITTEE

SEKONDI-TAKORADI METROPOLITAN ASSEMBLY
STAKEHOLDERS VALIDATION (MTDP 2026-2029)
ATTENDANCE SHEET

Date: 24th October 2025 Venue: ....

S/N	NAME	COMMUNITY/ORGANIZATION	POSITION	CONTACT	SIGNATURE
1.	Frank Kwabena Danso	Adiembra	Chairman	Email: [illegible] Tel: 0244836016	
2.	Philip Acquah	ASAMENSUDU		Email: Tel: 0244871227	
3.	Veronica Acquaah	Ridge Ministries		Email: Tel: 0244825365	
4.	George Scheck	Ridge Ministry	Chairman	Email: Tel: 0541585544	
5.	John Eshun	Essikadu	Secretary	Email: Tel: 0208315495	
6.	Frederick Bentum	Essikadu	Chairman	Email: Tel: 0245946869	
7.	Robert Konney	Bakakrom	Organizer	Email: Tel: 0557420826	
8.	NANA O. SARPONG	TAKORADI	CHAIRMAN	Email: Tel: 0244866358	
9.	MARY ESSIEN	TAKORADI	SECRETARY	Email: Tel: 0242701712	
10.	FRANCIS QUAYSON	YENSUADO	CHAIRMAN	Email: Tel: 0545670854	

Hon Assembly Members

S/N	NAME	COMMUNITY/ORGANIZATION	POSITION	CONTACT	SIGNATURE
11	Harry D. Tachie-Mensah	Asafo	Assembly Man	Email: Tel: 0243372327	
12	FRANK ESSILFIE	GOV'T APPT.	TAKORADI	Email: Frankessil[illegible] Tel: 0542353621	
13	John Johnson	MPINTSIN	ASSEMBLY.M.	Email: Tel: 0598784447	
14	S.K. MENSAH	RIDGE/MINISTRIES	ASSEMBLY M.	Email: Tel: 0500623360	
15	Alexander K Sackey	Govt Appointee	Deputy Chairman	Email: Tel: 0242879245	
16	ZENABU ZAKARI	GOVT APP	KWESIKUMA	Email: Tel: 0268409870	
17	BUKARI KTORE	ASSEMBLYMAN	KWESIKUMA	Email: Tel: 0243445834	
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19	Abraham R. Kutubelsi	Cassava Farm	Assemblyman	Email: Tel: 0207156777	
20	GEORGE KOFI AFFRAM	No 1	2	Email: Tel: 0244952639	

~~Hon Assembly Members~~
UNIT COMMITTEE

SEKONDI-TAKORADI METROPOLITAN ASSEMBLY
STAKEHOLDERS VALIDATION (MTDP 2026-2029)
ATTENDANCE SHEET

Date: 24th October 2025 Venue: ……………………………

S/N	NAME	COMMUNITY/ORGANIZATION	POSITION	CONTACT	SIGNATURE
1.	Frank Kwabena Danso	Adiembra	Chairman	Email: [illegible] Tel: 0244836016	
2.	Philip Odoom	ASAMENSUDO		Email: Tel: 0244871227	
3.	Veronica Acquaah	Ridge Ministries		Email: Tel: 0244825365	
4.	George Scheck	Ridge Ministry	Chairman	Email: Tel: 0541585594	
5.	John Eshun	Essikado	Secretary	Email: Tel: 0268315495	
6.	Frederick Bentum	Essikado	Chairman	Email: Tel: 0245946869	
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8.	NANA O. SARPONG	TAKORADI	CHAIRMAN	Email: Tel: 0244866356	
9.	MARY ESSIEN	TAKORADI	SECRETARY	Email: Tel: 0242701712	
10.	FRANCIS QUARSON	YENSUADO	CHAIRMAN	Email: Tel: 0595670864	

Assembly Members Day 3.

SEKONDI-TAKORADI METROPOLITAN ASSEMBLY

COMMUNITY NEEDS ASSESSMENT

ATTENDANCE SHEET

Date: 27/06/2025…… Venue: Takoradi Library…..

S/N	NAME	COMMUNITY/ORGANIZATION	POSITION	CONTACT	SIGNATURE
1.	Hon Frederick F. Faidoo	STMA	MCE	Email: Tel. :0244470861	
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5.	Rashidatu Sandy	Beach Road	Assembly Member	Email: Tel. :0244526056	
6.	Abudu R. Kutubu	Cassava Farm	Assembly Member	Email: Tel. : 0207156771	
7.	CHARLOTTE A.	MANTUL EAST	Ass	Email: 0545320028 Tel. :	
				Email:	

Committee Member

	Name	Org/Comm.	Position	Contact	Signature
				Email :	
1	Daniel Ahiadeke	Presby Electoral Area	Unit Comm. Mem.	Email : Tel. : 0208100003	
2	Richard Addo	✓	✓	Email : Tel. : 0244153824	
3	Omankyeame Kwaning Tonto	Takoradi	Rep. Chief	Email : Tel. : 0540794085	
4	Josephine Ampah	Zenith	Opinion Leader	Email : Tel. : 0271 ~~221026~~	
5	Rebecca Eshun	zenith	✓	Email : Tel. : 0271221022	
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10	Bernard Ashun	Amanful East	Unity Comm.	Email : 0244446318 Tel. : 0244446318	
11*	Prince Aikins	Amanful West	Unit Comm. Mem	Email : Tel. : 0555969287	*
	~~Bernard Osran~~		~~Airport Ridge~~	Email : ~~0555503309~~ Tel. :	
1	BENARD Osran.		Airport Ridge	0555503307	

ENGAGEMENT PICTURES

Public hearing and Community engagement pictures for the MTDP preparation