



CAPE COAST  
METROPOLITAN  
ASSEMBLY

CAPE COAST  
THE CITY OF FIRSTS



# 8 YEAR DEVELOPMENT PLAN (2026- 2033)

OCTOBER, 2025

FOR THE CITY OF  
CAPE COAST

## MESSAGE FROM THE MAYOR OF CAPE COAST

Clause 3 of Section 83 of the Local Governance Act, 2016, Act 936, provides that, “*the Heads of Department of a Districts and Heads of other sectors shall collectively prepare a draft Strategic District Development Plan to form the basis of a District Development Plan*”.

In view of this legal provision, the Cape Coast Metropolitan Assembly (CCMA) prepared this eight-year development plan to serve as the blueprint to guide the development of the city for the period spanning from 2026 to 2033. The rationale for the document is to address the shortfalls inherent in the usual four-year medium-term development planning cycle which seems to place chronological limitations on the type of programmes and projects a local government could initiate and implement. Hence, transformational projects are either left unattended to or abandoned due to administrative and financial constraints of most Assemblies in Ghana.

This Eight- Year Development Plan seeks to boldly position the city of Cape Coast on a pedestal that is at par with its many sister cities across the globe and the country. It is expected to take advantage of the international attractions and historic role of Cape Coast in addition to the current socio-political atmosphere to solicit the needed resources and interventions for the development of the Metropolis.

In the process of developing this document, the assembly has engaged a lot of stakeholders, interest groups and individuals whose ideas and opinions were captured into this document. The document is the basis for the preparation of 2026-2029 Medium Term Development Plan of Cape Coast Metropolitan Assembly, which is submitted to the National Development Planning Commission (NDPC).

The overall objective of the plan is “to make Cape Coast a model sustainable city growth, cultural excellence, and innovation-driven development.”

The Plan is anchored on five strategic pillars, each designed to address pressing developmental needs while positioning the metropolis for long-term growth:

1. Economic Growth and Job Creation
2. Infrastructure and Urban Development
3. Social and Human Capital Development
4. Environmental Sustainability and Climate Action
5. Good Governance and Institutional Strengthening

It is my humble expectation that the plan forms the basis for programmes and projects of various development partners, public institutions, private sector and individuals in the Metropolis. It is expected that it will highlight the various investment opportunities in the Metropolis to both national and international world.

The future we desire for our beloved city of Cape Coast begins with us today.

Thank you, and May God bless our beloved city.

**EXECUTIVE SUMMARY**

## TABLE OF CONTENT

CHAPTER ONE.....	1
PROFILE OF CAPE COAST.....	1
1.1 Political Situation.....	1
1.1.1 Background of Cape Coast Metropolitan Assembly .....	1
1.1.2 Organogram - Organizational Structure .....	2
1.1.3 Composition of the Assembly .....	2
1.1.4 Departments of the Assembly.....	2
1.2 Economic Development.....	3
1.2.1 Agriculture.....	3
1.2.1 Business Development.....	3
1.3.3 Job Creation.....	3
1.3 Social Conditions.....	4
1.3.1 Demographic Characteristics.....	4
1.3.2 Education .....	6
1.3.3 Health.....	6
1.3.4 Food Security and Nutrition .....	6
1.3.5 Poverty.....	6
1.3.6 Child Protection.....	6
1.3.7 Persons with Disability .....	7
1.3.8 Gender.....	7
1.4 Environmental and Physical Characteristics .....	7
1.4.1 Location .....	7
1.4.2 Climate.....	8
1.4.3 Soils .....	8
1.4.4 Vegetation.....	9
1.4.5 Geology and Drainage .....	9

1.4.6 Water and Sanitation.....	10
1.5 Development Issues and Challenges .....	11
1.5.1 Economic Development.....	11
1.5.2 Social Development.....	11
1.5.3 Environment .....	11
1.5.4 Governance.....	11
CHAPTER TWO.....	13
SOCIAL DEVELOPMENT .....	13
2.1 Education Management .....	13
2.1.2 School Infrastructure provision .....	13
2.1.3 STEM Education .....	13
2.1.4 General Education oversight.....	14
2.2 Health Services Management .....	15
2.2.1 Health Infrastructure Provision.....	15
2.3 Youth and Social Development .....	16
2.3.1 Social Protection.....	16
2.3.2 Youth Development.....	16
2.3.3 Sports Promotion .....	16
CHAPTER THREE .....	18
ECONOMIC DEVELOPMENT .....	18
3.1 Agriculture Services and Management.....	18
3.1.1 Fishery development.....	18
3.1.2 Crop and animal production .....	18
3.2 Tourism, Trade and Industries Development .....	18
3.2.1 Trade and Industries Development .....	18
3.2.2 Tourism Development and Promotion.....	19
CHAPTER FOUR .....	22
ENVIRONMENTAL PROTECTION.....	22
4.1 Sanitation and Waste Management .....	22

4.1.1 Green and Dirt-Free Cape Coast.....	22
4.1.2 Solid waste management .....	22
4.1.3 Circular economy.....	23
4.1.4 Liquid waste and sanitation management.....	23
4.2 Climate change and Disaster Management.....	24
4.2.1 Wetland and waterbodies management .....	24
4.2.2 Combating Deforestation.....	24
4.2.3 Disaster Prevention and Management .....	24
4.2.4 Climate Change Actions .....	25
4.2.5 Biodiversity Management.....	25
CHAPTER FIVE .....	27
INFRASTRUCTURE DELIVERY AND MANAGEMENT .....	27
5.1 Public Infrastructure Management .....	27
5.1.1 Public Work Service .....	27
5.1.2 Spatial Planning.....	27
5.2 Utilities Provision.....	27
5.2.1 Electricity and energy provision.....	27
5.2.2 Water Service Delivery.....	27
5.3 Road and Transport Management.....	28
5.3.1 Road Network Improvement .....	28
5.3.2 Transport and Traffic Management.....	28
CHAPTER SIX.....	29
GOVERNANCE AND ADMINISTRATION .....	29
6.1 Management .....	29
6.1.1 General Administration .....	29
6.1.2 Law and order maintenance.....	29
6.1.3 Human Resource Management.....	29
6.1.4 Sub-Metropolis Structure Coordination .....	30
6.2 Finance and revenue mobilization.....	30

6.2.1 Revenue Digitization .....	30
6.2.2 Revenue Mobilization.....	30
6.3 Planning, Coordinating, Monitoring and Evaluation.....	30
6.3.1 Project Management .....	30
6.3.2 Monitoring and Evaluation .....	30
6.3.3 Administration and Coordinating of Development .....	30
CHAPTER SEVEN .....	31
PLAN IMPLEMENTATION MEASURES .....	31
7.1 Guiding Philosophy .....	31
7.2.1 The Guiding Philosophy .....	31
7.2.2 the Underpinning Assumptions .....	31
7.2.3 Lessons Learned .....	31
7.2 Cost of Plan.....	31
7.3 Funding Sources .....	33
7.3.1 Internally Generated Funds.....	33
7.3.2 Transfers from the Central Government.....	34
7.3.3 Proceeds from Investments.....	34
7.3.4 Public Private Partnerships .....	34
7.3.5 Private Sector.....	34
7.3.6 Development Partners.....	35

### LIST OF TABLES

Table 1: Population details .....	4
Table 2: Ethnic groups in Cape Coast .....	4
Table 3: Road types and coverage in Cape Coast.....	9
Table 4: STEM Education Projects .....	13
Table 5: General education projects .....	14
Table 6: Health Infrastructure Provision projects.....	15
Table 7: Social Protection Projects.....	16

Table 8: Youth Development Projects.....	16
Table 9: Sports Promotion projects .....	16
Table 10: Fishery Development Projects.....	18
Table 11: Crops and Animal Production Projects .....	18
Table 12: Trade and Industries Development Projects.....	18
Table 13: Tourism Development projects .....	19
Table 14: Solid Waste Management Projects.....	22
Table 15: Circular Economy Projects.....	23
Table 16: Liquid Waste and Sanitation Management Projects.....	23
Table 17: Wetland and Waterbodies Management Projects.....	24
Table 18: Deforestation Counter Projects.....	24
Table 19: Disaster Prevention and Management Projects .....	24
Table 20: Climate Change Based Projects.....	25
Table 21: Biodiversity Management Projects.....	25
Table 22:Public Work Service Projects .....	27
Table 23: Spatial Planning Projects .....	27
Table 24: Electricity and Energy Provision Projects .....	27
Table 25: Water Service Delivery Projects .....	27
Table 26: Road Network Improvement Projects .....	28
Table 27: Transport and Traffic Management projects .....	28
Table 28: General Administration Projects .....	29
Table 29: Law and order maintenance projects .....	29
Table 30: Human Resource Management Projects.....	29
Table 31: Sub-Metropolis Structure Coordination Projects .....	30
Table 32: Revenue digitization projects .....	30
Table 33: Revenue mobilization projects .....	30
Table 34: Project management initiatives.....	30
Table 35: Programme Financing .....	32

## LIST OF FIGURES

Figure 1: Map of Cape Coast.....	5
Figure 2: Vegetative map of Cape Coast.....	9
Figure 3: Spatial Distribution of Proposed educational facilities .....	13
Figure 4: Residential and Agricultural land use with water bodies.....	18
Figure 5: Expected Sources of Funding for the Development Plan .....	33

## LIST OF PLATES

Plate 1: Proposed 3-unit classroom block design .....	13
Plate 2: Proposed 3-unit classroom block.....	14
Plate 3: Proposed 6-unit classroom block.....	14
Plate 4: Proposed CHPS compound designs .....	15
Plate 5: Proposed CHPS compound .....	<b>Error! Bookmark not defined.</b>
Plate 6: Proposed Health Centre .....	<b>Error! Bookmark not defined.</b>
Plate 7: Proposed Sports Complex .....	16
Plate 8: Proposed Astroturf pitch.....	17
Plate 9: Proposed Shopping Centre .....	19
Plate 10: Cape Coast Museum.....	20
Plate 11: Proposed Cape Coast museum .....	20
Plate 12: Proposed recreational area at the Fosu Lagoon (Aerial view).....	20
Plate 13: Proposed recreational area at the Fosu Lagoon .....	21
Plate 14: Proposed Recreational Centre with Car Park at Fosu Lagoon .....	21
Plate 15: Aerial view of Fosu Lagoon .....	22
Plate 16: Proposed Lorry Park and bus terminal .....	23
Plate 17: Aerial view of Fosu Lagoon.....	24
Plate 18: Proposed Greening of Public Offices in Cape Coast.....	25
Plate 19: Proposed Greening of Public Buildings in Cape Coast.....	26
Plate 20: Proposed Lorry Park.....	28
Plate 21: Projected Sub-Metro Office.....	29
Plate 22: Proposed shopping centre .....	<b>Error! Bookmark not defined.</b>
Plate 23: Proposed shopping centre .....	35

**CHAPTER ONE****PROFILE OF CAPE COAST****1.1 Political Situation*****1.1.1 Background of Cape Coast Metropolitan Assembly****Establishment*

The Cape Coast Metropolitan Assembly (CCMA) was established initially as a Municipal Assembly by L.I. 1373 in 1987 and after twenty years of existence elevated to Metropolitan status by L.I. 1927 in February 2007. It is divided into two sub-Metros, i.e. Cape Coast North and South (which are also the constituencies). As a Metropolitan Assembly, it is supposed to have Town Councils, which are not established.

*Vision*

To be a leading Metropolis with a high standard of living, basic infrastructure and services, and have progressive atmosphere where hopes and aspirations can be attained and maximized.

*Mission*

The Cape Coast Metropolitan exists to facilitate the development of the Metropolis by harnessing both human and material resources for the provision of basic infrastructure and social services within the context of good governance.

*Functions*

The Cape Coast Metropolitan Assembly provides guidance and serves all other administrative authorities in the District. Section 10 of the Local Governance Act, 2016 Act 936 gives Cape Coast Metropolitan Assembly (CCMA) legal mandate to exercise deliberative, legislative and executive functions within the Metropolis. The Assembly's functions cover but not limited to the following areas:

- i. The preparation of development plans and budgets relating to the approved plans
- ii. Formulating and executing plans, programmes and strategies for the effective mobilisation of resources for the overall development of the District.
- iii. Promoting and supporting production activity and social develop in the district, and removal of obstacles to initiative and development.
- iv. Initiating programmes for the development of basic infrastructure.
- v. Developing, improving and managing human settlements and the environment

- vi. Maintaining security and public safety in co-operation with national and local security agencies.
- vii. Ensuring ready access to Courts in the district for the promotion of justice.
- viii. Initiating, sponsoring or carrying out studies for enhancing functions
- ix. Co-ordinating, integrating and harmonising and creation of programmes and projects under approved development plans for the district and other development programmes promoted or carried out by Ministries,
- x. Departments, Public corporations and other statutory bodies and non-governmental organisations in the District.

**1.1.2 Organogram - Organizational Structure**

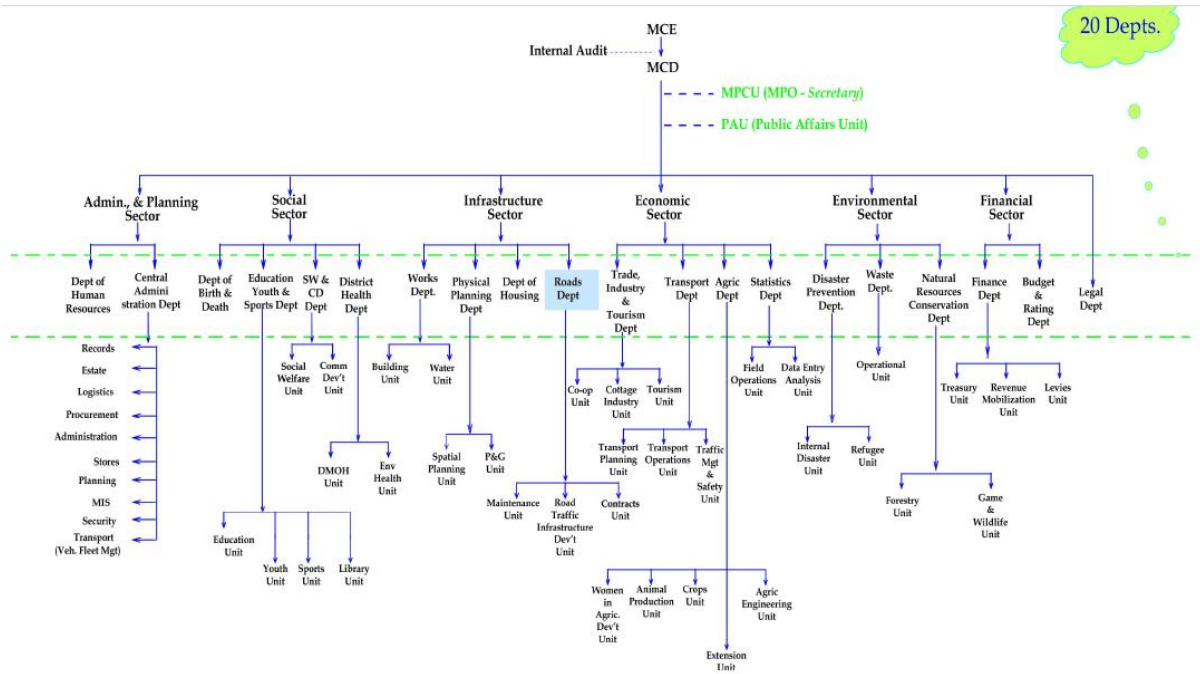


Figure 1: Organogram of CCMA

**1.1.3 Composition of the Assembly**

The Assembly has 45 Electoral Areas, with 30 being in Cape Coast South (Ghana parliament constituency) and 15 being in Cape Coast North (Ghana parliament constituency).

**1.1.4 Departments of the Assembly**

For administrative effectiveness, the Metropolitan Chief Executive (DCE) is supported by bureaucratic staff headed by a Metropolitan Coordinating Director (DCD) and several Departments. The current functional departments are;

1. Central Administration.
2. Budget and Rating.
3. Trade, Industry and Tourism (Ghana Enterprise Agency, Culture and Cooperative).

4. Agriculture.
5. Works.
6. Urban Roads.
7. Waste Management.
8. Transport.
9. Disaster Prevention (NADMO).
10. Physical Planning.
11. Social Welfare and Community Development.
12. Education.
13. Health (Health Directorate and Environmental Sanitation Unit).
14. Statistics.
15. Human Resource.
16. Birth and Death.
17. Natural Resource Conversation (Forestry Commission), and
18. Finance.

Together, all the Department constitute the Metropolitan Planning Coordinating Unit (MPCU) headed by the Metropolitan Coordinating Director with the Metropolitan Planning Officer as the Secretary. There are other member institutions on the MPCU such as traditional authority, private sector, agents of central governments functionaries and Civil Society Organizations.

## **1.2 Economic Development**

### ***1.2.1 Agriculture***

Agriculture employs 6.8% of the economically active population of the Metropolis. While crop farming is mainly concentrated in the northern part of the metropolis in areas like Ayifua, Mempeasem, and Efutu enclave, fishing is done along the coast. Crop production is largely rain-fed, and traditional techniques and subsistence production still dominate.

### ***1.2.1 Business Development***

There are trading centres in almost all the communities. However, the major markets in the city are in Kotokuraba, Abura and Anafo. These places attract traders from communities within and outside the Metropolis. These markets serve as significant sources of employment for people and revenue to the Assembly.

Fishing is a main economic activity of the coastal communities. It employs about 2,000 fishermen and 500 women who are mostly engaged in fish processing and mongering.

### ***1.3.3 Job Creation***

Service is the main source of job creation as the city is noted for education and tourism due to its geographical location. There are pockets of daily trading centres in almost all the communities serving the people notably at Kotokuraba. Other avenues for jobs creation in the city are hospitality, restaurants (local and continental), fuel (petrol, diesel, gas and kerosine) retailing,

garages (automobile and motorbike mechanics), artisans (hairdressing, dressmaking, carpentry, masonry etc.) and hawking.

### 1.3 Social Conditions

#### 1.3.1 Demographic Characteristics

##### *Population size and Distribution*

The population of the Metropolis according to the 2021 Population and Housing Census, was 189,925 comprising 92,790 male (48.9%) and 97,135 females (51.1%). This gives a population density of 1556.8 persons per square km. The 2033 projected population indicates that Cape Coast metropolis will be about 214,012. for the purpose of this plan, an additional 70,000 is added to the official population figures to cater for students in the various educational institutions. This gives a planned figure of 284,000 in 2033.

*Table 1: Population details*

Categories	2000	2010	2021
Total Population	118,106	169,894	189,925
Male Population	57,365	89,017	92,790
Female Population	60,741	93,619	97,135
Percentage Male Population (%)	48.6%	48.74	48.9
Percentage Female Population (%)	51.4%	51.26	51.1
Population Density	968	1392.57	1,556.76.
Share of Regional Population (%)	7.4	12.96	6.64
No. of Houses	13,499	17,738	32,922
Population per House	8.7	7.4	5.8
No. of Households	30,060	40,386	54,142
Household population		140,405	170,966
Av. Household Size	3.9	3.5	3.16
Household per House	2.2	2.3	1.64
Dependency Ratio (%)	69.1%	49.1%	50.3%
Total Fertility Rate	2.4	2.21	2.4
Mean No. Child Ever Born (CEB)	2.2	-	2.7
Child Survival	83.4%	-	37.8%

##### *The People, Language, and Culture*

The people of Cape Coast are part of a larger group of people known as Fantes found in the central part of Southern Ghana. They are part of a larger ethnic group of people classified as Akans in Ghana. The language spoken by the people is Fante. People who belong to other Ethnic groups and are mostly immigrants like the Ewes, Gas, Adas, Krobos, Nzemas, Twi-speaking Akans, and others from the Northern Ghana reside in the Metropolis as farmers, fishermen, traders, government workers, commercial drivers, fishermen, traders,

*Table 2: Ethnic groups in Cape Coast*

Tribe	Percentage (%) of Population
Akan	83.5
Ga-Dangme	2.5
Ewe	5.7
Guan	0.6
Gurma	0.2
Mole Dagbani	2.9
Grusi	0.7
Mande	0.9

government workers, commercial drivers, and artisans, among others. The entire Metropolis constitutes one traditional area with the Oguaa Omanhen as the paramount chief.

The matrilineal system of inheritance is practiced. The extended family, otherwise known as “ebusua” or clan, is the basis of their social structure. The “odikro” or chief is the political head of a town or village. The main festival celebrated in the Metropolis is the Oguaa Fetu Afahye, which is celebrated on the first Saturday of September every year, is watched by people from all walks of lives, both far and near. The tribal distribution is depicted on the table below:

*Historical Perspective (Cape Coast as the centre of European Civilization)*

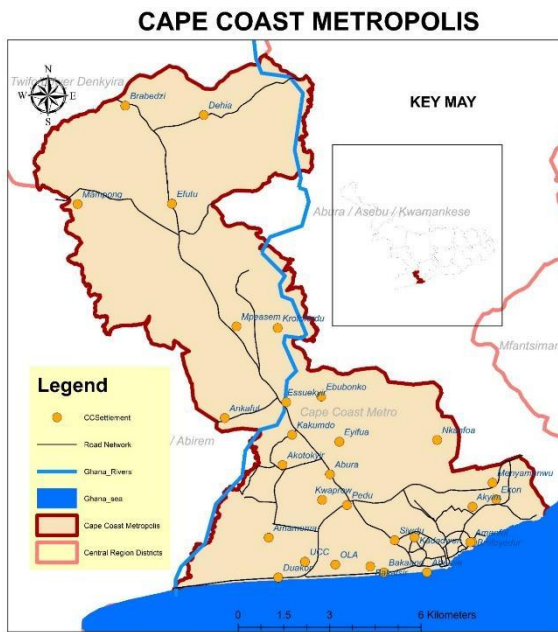


Figure 1: Map of Cape Coast

A major social consequence of its long and intensive interaction with the European traders was that Cape Coast became a centre for the spread of elements of European culture and civilization to the rest of the country. It was the centre of secondary education, and hence the training ground of catechists and teachers for most of the country before the Catholic and the Basel/Presbyterian missions established themselves in the present Eastern, Volta, Ashanti, Northern, Upper East and Upper West Regions. It was the breeding-ground of the Ghanaian intelligentsia, the birthplace of the earliest newspapers in the country and of the first nationalist associations and societies. It was in the vanguard of

nationalist agitation in the Gold Coast and its dependencies: the Fanti Confederation of 1870-72 and the Aborigines' Rights Protection Society, founded in 1897, were the prototypes of the United Gold Coast Convention (U.G.C.C.), 1947, and its offshoot, the Convention Peoples' Party, the major nationalist movements in Ghana in the twentieth century. It was the home of the earliest experiments in Municipal government, which began in the 1850's.

Cape Coast was also one of the earliest centres of Ghanaian entrepreneurship. It is in this light that it is suggested that “anybody interested in a study of commercial ventures among the people of the Gold Coast in the latter half of the nineteenth century, and why they failed to be transformed into industrial concerns, will have to start with the papers of the merchant princes of Cape Coast”.

Though it has the appearance of a decayed emporium, its architecture reflects aspects of the way of life of the people of Cape Coast and remains as an enduring reminder of its vanished status as

a frontier settlement that was once an intermediary between West Africa and Europe. There is certainly more to Cape Coast than its castles and forts.

### **1.3.2 Education**

The city has a total of 573 basic schools made up of 116 Creches / Nurseries (4 public and 112 private), 175 kindergartens (66 public and 109 private), 162 primary (70 public and 92 private) and 120 junior high schools (63 public and 57 private). There are also 11 Senior High Schools and one technical and vocational institute. Together, the basic schools have estimated total enrolment of 50,000 with gender parity ratio of 1.03 and 0.99 for public and private schools respectively.

### **1.3.3 Health**

**Cape Coast Metropolis has 32 health facilities delivering health services to the residents.**

### **1.3.4 Food Security and Nutrition**

The daily projected nutrition (food energy) demands of Cape Coast Metropolis at the end of the planned period is estimated to be 65 gigajoules or 52,082.62 metric tonnes of food per annum. This is made of 15,182 tonnes of staple food, 16,144.02 tonnes of protein, 6,918.87 tonnes of vegetables and 13,837.73 tonnes of fruits.

### **1.3.5 Poverty**

Cape Coast is placed 43<sup>rd</sup> out of the 261 local governments in terms of the percentage of population living in multidimensional household poverty. Within the Central Region, it is placed second out of 22 districts. Cape Coast Metropolis has the least incidence and depth of poverty in the region (12.9% for incidence and 44.3% for depth). There were about 3,700 persons in the city who earned below the Cedi equivalent of US\$2.15 per day in 2021. This figure could increase to over 6,000 by the end of the plan period in 2033 using the revised base of US\$3.00. It is estimated that about 2,750 persons are in extreme poverty, which could increase to over 3,500 in 2033. By extrapolation using the national figures of 7.8% and 39.5% urban and rural poverty respectively (National Development Planning Commission, 2020), there are about 1,500 poor persons living in urban areas in 2021.

### **1.3.6 Child Protection**

With respect to child poverty, it is estimated that the Metropolis has about 4,300 poor children calculated based on the figures in the Multi-Dimensional Child Poverty in Ghana (National Development Planning Commission, 2020).

This statistic reveals the existence of children abuse in the form of child trafficking, parental neglect and other juvenile related issues. These include child trafficking, child neglect and child

labour. There are also incidences of single parenting (mothers) in the coastal communities because of the itinerary nature of fishermen.

### ***1.3.7 Persons with Disability***

As of 2021, Cape Coast Metropolis has an estimated number of 5,000 Persons with Disability (PWDs). The proportion of the female population with disability is higher (2.6%) than males (2.4%). The types of disability in the district include sight, hearing, speech, physical, intellect, and emotion. Persons with sight disability recorded the highest of 46.2 percent followed by physical disability (26.9%). Of the population disabled, 24.9 percent have never been to school with the highest group being those with intellectual disability (35.0%).

### ***1.3.8 Gender***

The city of Cape Coast has more female population (97,135) than males (92,790) as per the 2021 PHC. Detail analysis the data reveals that there are more male in the lower ages (0-19 years than females. However, females are more in the older age cohorts (20 years and above). This is due to mortality rising slightly higher from the age 20 among the male population than females reaching its peak at cohort 40-44.

With respect to education, there are more girls in public basic schools than boys. However, there are slightly more males (10,537) than females (10,398) in the private basic schools. At the Second Cycle level, there are 1869 males in the Technical and Vocational Education Training (TVET) Institution than female (473). In addition, there are 12,398 boys less than the 12,438 girls at the other cycle schools as at December, 2021.

There are more disabled females (2.6%) than males (2.4%) in the city with majority of the female disability being sight. In exception of speech and intellect, there are more female disability in other types (hearing, physical, mental and emotion). There is more economically inactive disabled female (54.3%) than disabled males (51.7%). In addition, 33.5% of disabled females had never attended school against 14.8% of their male counterpart.

## **1.4 Environmental and Physical Characteristics**

### ***1.4.1 Location***

Cape Coast Metropolis lies within latitudes 5°20' and longitudes 1°11' to 1°41' West of the Greenwich Meridian. The Metropolis is bounded to the south by the Gulf of Guinea, west by the Komenda Edina Eguafo Abrem, East by the Abura Asebu Kwamankese District, and to the north by the Twifu Heman Lower Denkyira District. It occupies an Area of approximately 122 square kilometres, with the farthest point at Brabedze, about 17 kilometres from Cape Coast, the capital of the Metropolis as well as the Central Region. The strategic location of Cape Coast, located

between the major cities in the country, namely Kumasi, Accra and Takoradi, as well as educational centre and tourist hub of Ghana provides an opportunity to develop the service industry. The main road from Accra to Takoradi, running through the township virtually demarcates Cape Coast Metropolis into north and south, with the Abura part of the road being north and the opposite side being south.

#### ***1.4.2 Climate***

Located in the littoral anomalous zone of Ghana, The Cape Coast Metropolis experiences high temperatures throughout the year. The hottest months are February and March, just before the main rainy season, while the coolest months are between June and August. The variability in climate in the district is influenced more by rainfall than temperature. The city has a double maximal rainfall, with annual rainfall total between 750 and 1,000mm. The highest rainfall ever recorded was 1719mm in 1979 and the lowest 372mm in 1983. The minor rainy season is between November and January.

Cape Coast is a humid area. Mean monthly relative humidity in the morning varies narrowly between 85% and 99%. But in the afternoon, humidity varies considerably from around 50% in the dry months to the high 80s during the wet months, especially in May and June. The high humidity and sea breeze have negative effects on equipment and materials including vehicles and those for building. The humidity also creates foggy conditions in the mornings, especially on coastal roads, reducing visibility appreciably and making driving a bit hazardous.

#### ***1.4.3 Soils***

The dominant soils of the Metropolis are lateritic in nature and are derived mainly from the weathered granite and schist. Along the slopes the soil profiles have topsoils with depths of about 0.33m while on the hills, loose to dense sandy soil of about 2.36m in depth frequently occurs. In the valleys and swampy areas, fine sandy deposits occur extensively.

Different types of soil series are found in the Metropolis. Classifications vary from the coast to the hinterland. Types found include Chichiwere-Kakum (suitable for tree crops), Ayensu-Chichiwere (suitable for both tree and non – tree crops) and Achenfu-Kuntu-Asokwa-Suprudo (mainly for non – tree crops).

**1.4.4 Vegetation**

The present vegetation of the Metropolis consists of shrubs of about 1.5 metres high, grasses and a few scattered trees. The original vegetation of dense scrub, which the rainfall supported, has been replaced by secondary vegetation as a result of clearing for farming, charcoal burning, bush fires and other human activities. Presently, trees are less dense in the area compared with the interior forest areas, except the occasional acacia plantations and bamboo shrubs found in a few sanctuaries not yet completely deforested, such as in a few parts to the north-east and north-west of the University of Cape Coast. The northern parts of the Metropolis are an exception to what has been described above. Here, secondary forests can be found and have survived mainly due to lower population densities and relatively little disturbance to the ecosystem.



Figure 2: Vegetative map of Cape Coast

*Transportation network*

The Metropolis has a road network totaling 316.12 Km, made up of 223.27km of paved and 92.85km unpaved road surface.

This provides good surface accessibility to services such as health, banking, postal services, education, agriculture extension, production and marketing centres, commodity flow and linkage with other districts.

Table 3: Road types and coverage in Cape Coast

Road Type	Urban Road Network	
	Km	%
Rigid	-	0.00
Asphalt	95.57	30.23
Surface-Dressed	127.7	40.40
Gravel	58.47	18.50
Earth	34.38	10.88
Total	316.12	100.00

**1.4.5 Geology and Drainage**

The rock type of the district is the Birimian formation and consists of schist and introduced granites and pegmatite. The hills are generally overlain by sandy and clayey silts while the valleys are overlain by clayey gravel with lateritic soils exposed in a few areas. The hilly nature of the place has greatly affected building and road construction. It also promotes erosion, especially along slopes, sedimentation/siltation and flooding at low-lying areas.

The Metropolis is drained largely by the Kakum which serves as the main source of drinking water. The Kakum River is dammed at Brimso, a location close to Cape Coast where the water is treated and distributed to the Metropolis. The effects of destruction of the surrounding

environment of the river basin is however, impacting negatively on the sustainability of this natural resource, causing perennial water shortages particularly in the dry season. The Kakum River Basin is in the north-east of the Metropolis. There are a few settlements along the basin. The river provides domestic water supply, industrial and agricultural purposes.

Human activities along the river over the years are negatively affecting the development and use of this water resource. Key among them are: Population growth along the basin; Inappropriate farming activities on the banks of the river and at the source; Use of agrochemicals in farming; Winning of sand; Dumping of liquid and solid waste material from domestic and industrial sources into the basin; Poor planning schemes in the basin area; and, Indiscriminate harvesting of wood from the source to the midstream.

These problems, among others, have resulted in the degradation and pollution of the river. Bilharzia cases recorded at Health facilities in the Metropolis are mainly from communities along the catchment area. There is the need therefore to conduct baseline studies along the basin to collect, collate and generate information to address the current situation. Major institutions expected to lead in this crusade is the University of Cape Coast, Environmental and Sanitation Management Agency, Environmental Health and Sanitation Unit and the Ghana Health Service.

#### ***1.4.6 Water and Sanitation***

The estimated annual water demand of the metropolis is estimated to 12.3 million cubic metres per year (33,600 m<sup>3</sup> per day). The city benefits from treated water for household supply from New Brimsu Water Treatment Plant. There are evidences to suggest that the populace depend on packaged treated (0.5litre packaged water in plastic packages) for drinking water. According to Ghana Water Company Limited and Community Water and Sanitation Agency (CWSA), they have 100% community coverage.

Percentage of houses with pipe borne water is 37.7%. The remaining percentage obtain water supply outside their homes. The main problem with water supply in the Metropolis is the perennial drying up of the Kakum dam, which is the source of the water. The other problems relate to the use of old equipment in pumping water to households, frequent power outages, which affect the distribution system and non-payment of irregular payment of tariffs to enable the Ghana Water Corporation to expand its facilities.

Most communities in the Metropolis take their water source from pipe borne. Over 90% of the communities are served, especially in the Cape Coast south sub-metro. However, there are a few localities in the North Sub-Metro still taking their source from unprotected rivers/streams and other unapproved sources. The water supply from the main Ghana water company is not adequate

for the population especially in view of the large number of educational institutions in Cape Coast. The water levels drop in most parts of the year, hence the numerous water shortages all over the Metropolis.

## **1.5 Development Issues and Challenges**

### **1.5.1 Economic Development**

1. Inadequate modern market infrastructure
2. Low levels of mechanization in agriculture
3. Inadequate credit facility / financial support for traders
4. inadequate modern transport terminals (lorry parks/ stations)
5. Inadequate modern landing sites / beaches (space to berth canoes)
6. High rate of youth underemployment and unemployment
7. Poor development of tourism potentials of the district

### **1.5.2 Social Development**

1. Poor Educational Infrastructure
2. Inadequate recreational facilities for children, youth and Aged
3. Neglect of Child welfare and maintenance in the communities
4. Inadequate and Erratic water supply
5. Spread of communicable diseases
6. Inadequate Health Infrastructure
7. Inadequate public technical and vocational training centres
8. Poor student performance in BECE and WASSCE
9. High prevalence of teenage pregnancy
10. Low access to ICT services
11. Inadequate residential accommodation for Government Workers

### **1.5.3 Environment**

1. Poor drainage system
2. Chocked sewage systems (gutters)
3. Encroachment by developers along the beach
4. Rampant flooding in communities
5. Poor Sanitation and Waste Management
6. Poor road network
7. No engineered landfill (final waste disposal) site
8. Rampant open defecation
9. Weak development control / enforcement of building regulation
10. Frequent sand winning at the beaches

### **1.5.4 Governance**

1. Poor Implementation, Coordination, Monitoring and Evaluation (ICME)
2. Inadequate Community / social centres
3. Ineffective sub-district structures
4. High incidence of crime and security issues
5. Relatively lower revenue generation against potential
6. Unsafe riding of tricycles and motorbikes

7. Town Councils not established

**CHAPTER TWO**

**SOCIAL DEVELOPMENT**

**2.1 Education Management**

**2.1.2 School Infrastructure provision**

Projects	Location
Complete construction of on-going classroom blocks	Nyinasin M/A Basic School, Ghana National Basic School, Philip Boys School, Cape Coast Technical Institute, Carteen at St. Augustine's Practice
Construct classroom blocks	Ayikoayiko Presby School, Ayikoyiko Methodist Basic School, Adisadel Christ's Church Basic School, Adisadel St. Michael's Basic Schools, Ansapetu St. Peter's JHS, Ankaful M/A Basic School
Construct KG block with early childhood facilities	Metro-wide
Provide Security for basic schools	Metro-wide
Construct staircase	Ayikoayiko Baptist Basic School
Rehabilitate and maintain classroom block and support for teaching and learning materials	St. Monicas JHS, Abowimu Presby Basic School, Ayikoayiko Church of Christ Basic School, Essuekyir Basic School, Ekon M/A JHS, Kakumdo M/A Primary School, Duakor Okyeso M/A Basic School

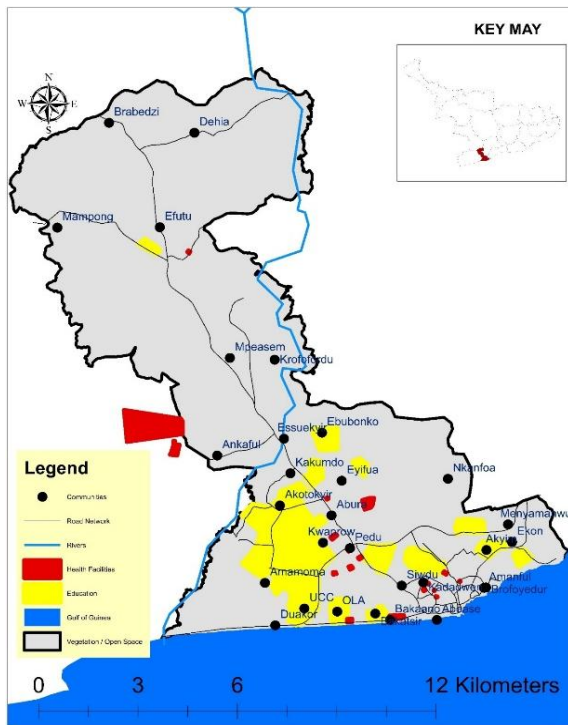


Figure 3: Spatial Distribution of Proposed educational facilities

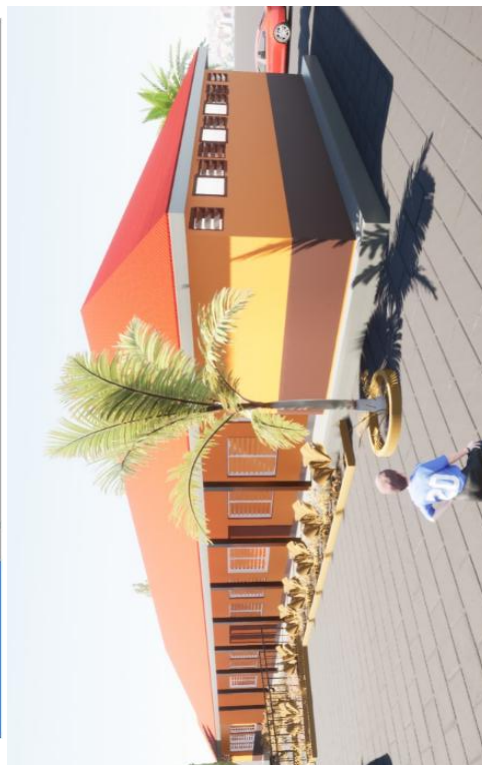


Plate 1: Proposed 3-unit classroom block design

**2.1.3 STEM Education**

Table 4: STEM Education Projects

Projects	Location
Establish ICT centres in all Basic Schools	Metro-wide
Recruit youth of Cape Coast Metropolis to benefit from the Coders programme	Metro-wide
Promote teaching and learning of STEM in selected Basic Schools	Metro-wide

CAPE COAST METROPOLITAN ASSEMBLY

Operationalize H.E. Prof. J.E.A. Mills Library and hand over to UCC	Cape Coast
Construct library	Brofoyedu, Kwapro

**2.1.4 General Education oversight**

*Table 5: General education projects*

Projects	Location
Supply pupil desks and teachers' tables and chairs	Metro-Wide
Secure quota for natives of Cape Coast at various schools	Metro-wide



*Plate 2: Proposed Kindergarten block*



*Plate 3: Proposed 6-unit classroom block*

**2.2 Health Services Management**

**2.2.1 Health Infrastructure Provision**

*Table 6: Health Infrastructure Provision projects*

Projects	Location
Renovate and Upgrade Metro Hospital to Regional Hospital	Bakaano
Upgrade Ewim Polyclinic to Metro Hospital	Kotokuraba
Upgrade Adisadel Urban Health Centre to Polyclinic	Adisadel
Upgrade Efutu Children Clinic to	
Construct CHPS compound	Chapel Square, Nkwantado, Ashanti Road, Adisadel, Ola-GNTC Park, Akyim, Apewosika, Amissaano, Essuekyir, Duakor, Koforidua, Mpeasem, Ankaful Fie, Brofoyedur, Dankwakrom
Complete on-going construction of CHPS compound	Kwaprow, Mpeasem,
Rehabilitate and maintain health facilities	CHPS, Ayifua Aged Clinic, Legend Aged Clinic, Health and Wellness Centre, Metro Hospital, Adisadel Urban Health Centre, Ekon CHPS
Construct a maternity ward at Anafo Aged Clinic	Anafo
Undertake community health promotion	Metro-wide
Upgrade CHPS compound to Health Centre	Nkanfoa, Brimsu, Kakumdo
Provide medical logistics for health facilities	Metro-wide



*Plate 4: Proposed CHPS compound designs*



*Plate 5: Proposed Health Centre designs*

**2.3 Youth and Social Development**

**2.3.1 Social Protection**

*Table 7: Social Protection Projects*

Projects	Location
Implement people with disabilities programmes and activities	Metro-wide
Implement Child right promotion and protection	Metro-wide
Combat the menace of teenage pregnancy	Metro-wide
Liaise with traditional authority to reduce the social stigma of associated teenage pregnancy	Metro-wide
Construct transit quarters and homes for the aged and disabled in the Metropolis	Metro-wide
Provide institutional support to take advantage of the establishment of Women’s Development Bank	Metro-wide
Provide training programmes tailored to women’s entrepreneurial and leadership development to increase their participation in decision-making processes at the community level	Metro-wide

**2.3.2 Youth Development**

*Table 8: Youth Development Projects*

Projects	Location
Provide scholarships for needy but needy students	Metro-wide
Undertake public education on drug abuse	Metro-wide
Institute counseling and mentorship programme	
Complete abandoned Vocational School	Nkanfoa
Construct Vocational Training Centre	Ebubonko
Provide training in employable skills for young girls	Metro-Wide
Construct a community library with computer laboratory	Ola / GNTC, Nkanfoa
Enroll youth of Cape Coast Metropolis into the National Apprenticeship Programme	Metro-wide
Undertake sensitization exercise on education	Idan
Build capacity of the youth in financial literacy and business continuity	Metro-wide
Enroll Youth of Cape Coast into the Adwumawura initiative	Metro-wide



*Plate 6: Proposed Sports Complex*

**2.3.3 Sports Promotion**

*Table 9: Sports Promotion projects*

Projects	Location
----------	----------

CAPE COAST METROPOLITAN ASSEMBLY

Convert Victoria Park to astroturf	Victoria Park
Construct Astroturf and basketball court	Philip Quaque School, Jacob Wilson Sey
Construct Astroturf	Abura St. Lawrence Basic School, Amoakofua
Promote water sports	Fosu Lagoon
Construct football Pitch	Ankaful Fie, Essuekyire, Kwapro, Akotokyir
Construct fence wall at T.I Ahmaddiya Basic School	Abura



*Plate 7: Proposed Astroturf pitch*



*Plate 8: Proposed Community Library*

**CHAPTER THREE**

**ECONOMIC DEVELOPMENT**

**3.1 Agriculture Services and Management**

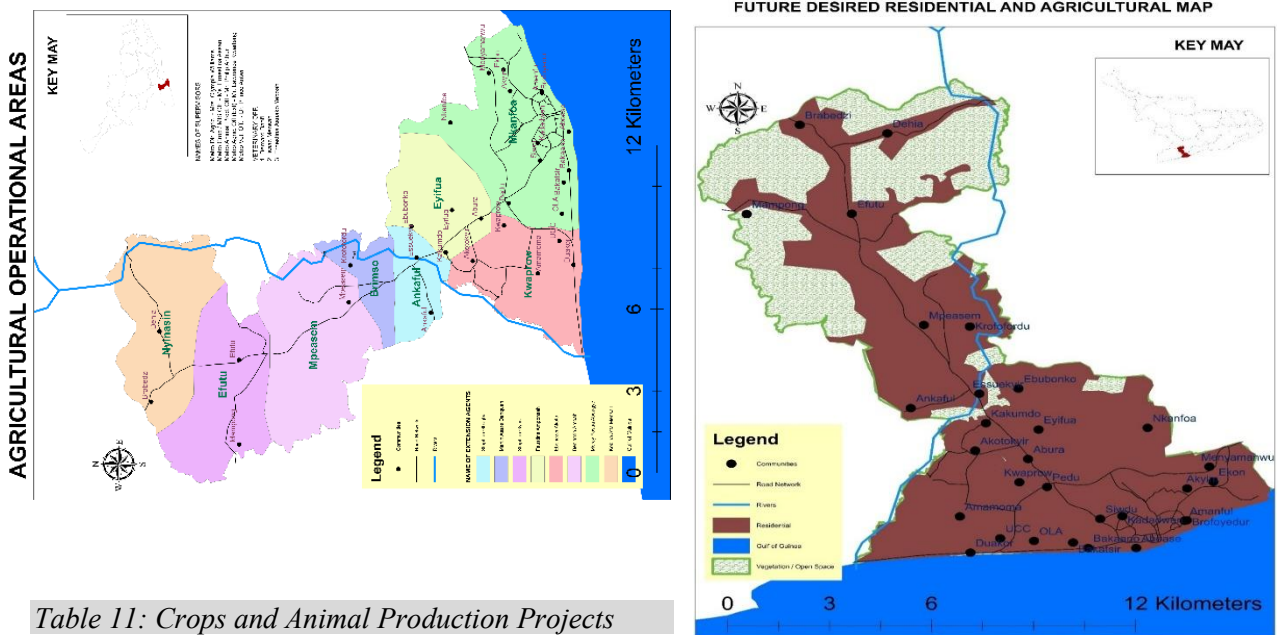
**3.1.1 Fishery development**

*Table 10: Fishery Development Projects*

Projects	Location
Provide Fish farming facility	Akyim
Establish fish processing factory	Cape Coast
Establish cold store facility	Cape Coast
Undertake sensitization on fishing	Metro-wide
Construct fish market facilities	Cape Coast
Promote post-harvest fishing	Metro-wide
Promote irrigation farming	Metro-wide
Supply input to farmers	Metro-wide
Provide capacity building for agricultural staff	Metro-wide
Establish agricultural mechanization centre	Metro-wide

**3.1.2 Crop and animal production**

*Figure 4: Residential and Agricultural land use with water bodies*



*Table 11: Crops and Animal Production Projects*

Projects	Location
Facilitate access to agricultural financing for smallholder farmers	Metro-wide
Create linkage between production and marketing for farmers	Metro-wide
Build capacity of farmers and Farmer-Based Organizations on climate smart-agricultural practices	Metro-wide
Establish digital and e-commerce platform for agricultural produce	Metro-wide
Promote local participation in ‘Nkokɔ Nkiti Nkiti’ programme	Metro-wide

**3.2 Tourism, Trade and Industries Development**

**3.2.1 Trade and Industries Development**

*Table 12: Trade and Industries Development Projects*

Projects	Location
----------	----------

**CAPE COAST METROPOLITAN ASSEMBLY**

Complete the Kotokuraba Market Phase Two	Kotokuraba
Complete Anafo Market	Anafo
Decongest Kotokuraba market pavements	Kotokuraba
Establish shopping mall	Cape Coast
Establish factory for production of LED bulbs	Cape Coast
Establish industrial park	Efutu
Construct climate-resilient market facilities	Adisadel, Nkanfoa, Apewosika, Kakumdo, Ebubonko, Duakor, Ankaful New Site
Re-allocate distribute market stalls	Efutu, Anafo
Provide credit facilities for traders and businesses	Metro-Wide



*Plate 9: Proposed Shopping Centre*



**3.2.2 Tourism Development and Promotion**

*Table 13: Tourism Development projects*

Projects	Location
Establish Cape Coast Museum	Old Post Office
Renovate historical buildings and structures	Bond of 1844 structure, Old High Court, Fort Williams, Old Military Cemetery, Town Hall etc ...
Establish online platform for tourism marketing and information	Virtual (Assembly's website)
Establish Tourism Development Company	
Map and profile tourist sites in Cape Coast and host them on the internet	Metro-wide

CAPE COAST METROPOLITAN ASSEMBLY

Partner with Traditional authority to organize and package annual festivals to attract tourism	Cape Coast
Establish children's Park	Akyim (opposite Holy Girls)
Establish tourist information and support centre	Cape Coast



Plate 10: Cape Coast Museum side view



Plate 11: Proposed Cape Coast Museum



Plate 12: Proposed recreational area at the Fosu Lagoon (Aerial view)



*Plate 13: Proposed recreational area at the Fosu Lagoon*



*Plate 14: Proposed Recreational Centre with Car Park at Fosu Lagoon*



*Plate 15: Proposed Children' Park*

**CHAPTER FOUR**

**ENVIRONMENTAL PROTECTION**

**4.1 Sanitation and Waste Management**

**4.1.1 Green and Dirt-Free Cape Coast**

Projects	Location
Remove aquatic weeds from Fosu Lagoon	Metro-wide
Undertake desilting of earth channels of waterbodies	Metro-wide
Undertake desilting of drains	Metro-wide
Undertake annual tree planting exercises	Metro-wide
Continue construction of sea defense project	Metro-wide
Combat sand weaning on beaches and other unapproved sites	Metro-wide
Protect community green spaces and sacred groves	Metro-wide
Undertake biodiversity and ecotourism integration	Metro-wide
Undertake urban reforestation and afforestation campaigns	Metro-wide



*Plate 16: Aerial view of Fosu Lagoon*

**4.1.2 Solid waste management**

*Table 14: Solid Waste Management Projects*

Projects	Location
Education on waste management	Metro-wide
Provide engineered landfill site	Ashanti Road, Eyifua, Kotoka, Nkanfoa
Enact and enforce by-laws on waste generation and disposal	Metro-wide
Promote source separation of refuse	Metro-wide
Introduce incentives for private waste management operation	Metro-wide
Introduce metro-wide house-to-house refuse collection	Metro-wide
Provide waste bins	Metro-wide

**4.1.3 Circular economy**

*Table 15: Circular Economy Projects*

Projects	Location
Provide skip containers	Kotoka, Last Mobil, Ekon Etsifi, Ekon Anafo, Kakumdo, Ebubonko, Duakor, Koforidua, Nyinasin, Brabedze, Akaikurom, Efutu, Ansapetu
Provide incentives for plastic waste management (plastic for cash scheme)	Metro-wide
Construct transfer stations for waste recycling	Metro-wide
Undertake sustainable solid waste management project with material recovery system	Metro-wide
Establish waste to energy plant	Collaboration with various Assembly
Facilitate establishment of plastic waste recycling plant	Cape Coast
Promote digital platform for circular economy	Cape Coast
Establish biogas centres	Nkanfoa, Efutu, Koforidua

**4.1.4 Liquid waste and sanitation management**

*Table 16: Liquid Waste and Sanitation Management Projects*

Projects	Location
Construct institutional toilet	Gegem, Ewim, Amanful, Ashanti Road, Bakaano Brofoyedur, Amanful, Ebubonko, Koforidua, Nyinasin, Brabedze, Ankaful
Renovate and maintain public toilet	Ntsin, Savoy, Coronation, Aboom, Siwdu
Construct drains and gutters	Kotokuraba
Promote recycling and reuse treated wastewater	Metro-wide
Construct local sewage systems	Metro-wide
Provide sanitary tools	Metro-wide
Construct drains and gutters	Kotokuraba



*Plate 17: Proposed Lorry Park and bus terminal*

**4.2 Climate change and Disaster Management**

**4.2.1 Wetland and waterbodies management**

*Table 17: Wetland and Waterbodies Management Projects*

Projects	Location
Undertake coastal ecosystem conservation and mangrove rehabilitation	Metro-wide
Remove aquatic weeds from Fosu Lagoon	Fosu Lagoon
Undertake desilting of earth channels of waterbodies	Siwdu Sports Stadium
Undertake urban reforestation and afforestation campaigns	Metro-wide
Prevent the use of wetlands for any form of activities	Metro-wide
Wetland water quality and biodiversity monitoring	Metro-wide
Engage the Community on the conservation of wetlands	Metro-wide
Undertake desilting of drains	Metro-wide
Undertake restoration of wetlands	Metro-wide



*Plate 18: Arial view of Fosu Lagoon*

**4.2.2 Combating Deforestation**

*Table 18: Deforestation Counter Projects*

Projects	Location
Use of UAV to monitor forest environment	Metro-wide
Undertake annual tree planting exercises (Native tree species)	Metro-wide
Protect existing forested areas	Metro-wide
Organize sensitization programmes (Communities, Schools)	Metro-wide
Combat sand weaning on beaches and other unapproved sites	Metro-wide

**4.2.3 Disaster Prevention and Management**

*Table 19: Disaster Prevention and Management Projects*

Projects	Location
Establish climate information services and early warning systems	Metro-wide

**CAPE COAST METROPOLITAN ASSEMBLY**

Prepare Disaster Risk Reduction strategy to make the metropolis ready to combat effect of climate change	Cape Coast
Establish safe havens	Metro-wide
Establish transit Disaster shelters	
Develop vulnerability labels for all structures	Metro-wide
Develop disaster risk zone maps	Metro-wide

**4.2.4 Climate Change Actions**

*Table 20: Climate Change Based Projects*

Projects	Location
Create access to climate-resilient technology	Cape Coast
Finalize preparation of Metro Climate Change Adaptation Plan	Metro-wide
Create a climate change information services platform	Metro-wide
Promote the use of Energy Efficient equipment	Metro-wide
Promote greening of the environment (Agriculture/tree planting) and no paved surface	Metro-wide
Frequent Climate Change education	Metro-wide
Promote circular economy	Metro-wide
Develop Sustainable Energy Access and Climate Action Plan	Cape Coast
Facilitate access to climate and green investment grants	Cape Coast



*Plate 19: Proposed Greening of Public Offices in Cape Coast*

**4.2.5 Biodiversity Management**

*Table 21: Biodiversity Management Projects*

Projects	Location
Undertake biodiversity and ecotourism integration	Metro-wide
Promote greening of our environment	Metro-wide
Designate protected areas to safeguard biodiversity for green space	Metro-wide
Restoration of degraded lands	Metro-wide
Discourage hunting in the Metropolis	Metro-wide
Protect community green spaces and sacred groves	Metro-wide
Undertake public education on climate change and waste management	Metro-wide



*Plate 20: Proposed Greening of Public Buildings in Cape Coast*



*Plate 21: Proposed Greening of Public Buildings in Cape Coast*

## CHAPTER FIVE

## INFRASTRUCTURE DELIVERY AND MANAGEMENT

## 5.1 Public Infrastructure Management

## 5.1.1 Public Work Service

Table 22: Public Work Service Projects

Projects	Location
Establish information Centre	Ola Madina
Install streetlights and new prepaid meters	Metro-wide
Undertake installation of solar energy system	Metro-wide
Construct a Staircase behind CCMA	Kotokuraba
Construct drains to combat flooding	Metro-wide
Construct lorry terminals / station	Ebubonkor, Abura, Kotokuraba
Construct Police Station	Gegem, Ekon
Construct community hostel	Ola-Madina
Construct Community Centre	Chapel Square, Adisadel Staff Quarters, Ola Madina
Complete Sea defense	Along the Coast
Construct shed and foot bridge	Town Hall
Undertake maintenance of Bakaano roundabout	Bakaano
Construct fence wall at Abura market	Abura
Construct foot bridge	Essuekyir
Prepare drainage master plan	Cape Coast
Construct pavement at Abura Market	Abura

## 5.1.2 Spatial Planning

Table 23: Spatial Planning Projects

Projects	Location
Promote redevelopment of coastal communities to prevent them from becoming slums	Ayikoayiko, Amanfu, Brofoyedur,
Continue implementation of street naming and digital address exercise	Metro-wide
Undertake on development control exercises	Metro-wide
Redevelopment of old parts of Cape Coast into high-rise buildings	Cape Coast Township

## 5.2 Utilities Provision

## 5.2.1 Electricity and energy provision

Table 24: Electricity and Energy Provision Projects

Projects	Location
Undertake electricity extension to newly developed areas	Metro-wide
Promote the household use of solar energy	Metro-wide
Provide adequate electricity poles	Metro-wide
Provide adequate streetlights	Metro-wide
Promote the use of energy efficient appliances	Metro-wide
Install and maintain streetlights	Metro-wide

## 5.2.2 Water Service Delivery

Table 25: Water Service Delivery Projects

Projects	Location
Undertake community water supply system management	Metro-wide
Undertake water supply extension to newly developed areas	Metro-wide
Construct community water reservoirs	Metro-wide

**CAPE COAST METROPOLITAN ASSEMBLY**

Promote rainwater harvesting and storage	Metro-wide
Establish Fosu Lagoon Park	Metro-wide
Demarcate and protect 100 feet buffer along banks of water bodies to be used for crop farming	Metro-wide
Undertake supply of polytanks in the Metropolis	Metro-wide
Provide public standpipe	Bakaano / Valentino
Drill mechanized boreholes and install new underground pipes	Metro-wide

**5.3 Road and Transport Management**

**5.3.1 Road Network Improvement**

*Table 26: Road Network Improvement Projects*

Projects	Location
Undertake road works	Grace House junction, Prospect Hill, Aboom / K-Dorm, Jamjose, Tsibu-Darko, Nkanfoa, Ola-Lowcost, Mennyamenwu, Dehia, Nkwantado roundabout
Dualize Mankessim to Takoradi Road	N1 Highway
Construct speed humps	Metro-wide
Construct inner roads	Bakaano, Interbeton, Efutu, Ankaful, Nkanfoa etc ...
Undertake asphalt overlay on most parts of Metropolis	Metro-wide
Construct pedestrian walkways on selected road	Bonn Street, Aggrey Memorial to Petro Junction,



*Plate 22: Proposed Lorry Park*

**5.3.2 Transport and Traffic Management**

*Table 27: Transport and Traffic Management projects*

Projects	Location
Undertake repair and maintenance of traffic light	Abura
Ease congestion within the Central Business Districts (CBDs)	Abura, Kotokuraba, Anafo
Engage various transport unions to streamline their operations to improve comfortability and safety of public transport system	Metro-wide
Regulate operations of the okada and pragya riders for the purpose of public safety	Metro-wide
Install additional traffic lights at critical road intersections in the metropolis	Metro-wide
Provide and install road safety signs and road marks	Metro-wide
Facilitate introduction of Bus Rapid Transit (BRT) initiative	Cape Coast
Establish Cape Coast Airport	Efutu Enclave

**CHAPTER SIX**

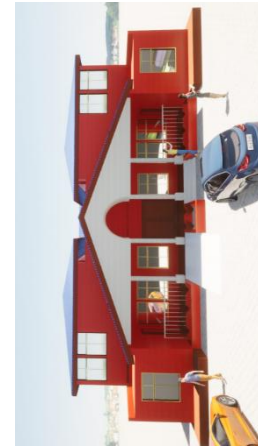
**GOVERNANCE AND ADMINISTRATION**

**6.1 Management**

**6.1.1 General Administration**

*Table 28: General Administration Projects*

Projects	Locations
Provide support for learning materials	Metro-wide
Provide financial support for payment of school fees	Metro-wide
Organize statutory meetings	
Establish Town Councils	
Construct Sub-Metro offices	
Undertake quarterly monitoring of Sub-Structures	
Organize Town Hall meetings	



*Plate 23: Projected Sub-Metro Office*

**6.1.2 Law and order maintenance**

*Table 29: Law and order maintenance projects*

Projects	Locations
Provide community policing	Metro-wide
Provide regular Police patrols	Metro-wide
Provide adequate Police Officers	Nkanfoa Police station
Enforce by law on nuisances from ghettos in the Metropolis	Metro-wide
Enact and enforce bye-laws on the commercial operations of tricycles and motorbikes	Metro-wide
Provide vehicles to increase Police patrols and visibility	Abura Police Station

**6.1.3 Human Resource Management**

*Table 30: Human Resource Management Projects*

Project	Location

**CAPE COAST METROPOLITAN ASSEMBLY**

Organize capacity building for all staff	Metro-wide
Organize training for all Unit Committee members	Metro-wide
Organize training for all Assembly Members	Cape Coast

### **6.1.4 Sub-Metropolis Structure Coordination**

*Table 31: Sub-Metropolis Structure Coordination Projects*

Projects	Locations
Construct Metro-Offices	Cape Coast, Efutu
Inaugurate Unit Committee	Metro-wide

## **6.2 Finance and revenue mobilization**

### **6.2.1 Revenue Digitization**

*Table 32: Revenue digitization projects*

Projects	Location
Digitalize revenue collection	Metro-wide
Undertake digital house numbering to ensure all landed and immovable properties are captured and the owners pay the appropriate levies due the Assembly.	Metro-wide
Introduce an electronic payment system such as mobile money, digital payment platforms, electronic ticketing, etc..	Metro-wide
Increase education on the need to pay market tolls at our various markets	Metro-wide

### **6.2.2 Revenue Mobilization**

*Table 33: Revenue mobilization projects*

Projects	Location
Undertake regular audit of GCRs	Metro-wide
Organize quarterly field inspection of revenue exercises	Metro-wide

## **6.3 Planning, Coordinating, Monitoring and Evaluation**

### **6.3.1 Project Management**

*Table 34: Project management initiatives*

Projects	Location
Prepare Project Concept Notes (PCN) for all investment projects	Metro-wide
Prepare and appraise investment projects for funding and implementation through PPP	Metro-wide
Organize site meetings for civil workers under contracts	Metro-wide

### **6.3.2 Monitoring and Evaluation**

Projects	Location
Organize quarterly monitoring exercises	Metro-wide
Organize evaluation exercises on selected programmes and projects	Metro-wide

### **6.3.3 Administration and Coordinating of Development**

Projects	Location
Organize quarterly MPCU meetings	Metro-wide
Establish Greater Cape Coast Development Agency	Metro-wide
Coordinate, establish and strengthen Sister City Partnerships	Metro-wide
Coordinate implementation of development programmes and projects	Metro-wide

## PLAN IMPLEMENTATION MEASURES

**7.1 Guiding Philosophy****7.2.1 The Guiding Philosophy**

The guiding philosophy for the sustainability of this plan is that there is a minimum number of people within a given maximum distance required for optimal operations of social amenities and services. This is based on the fundamental nature of average travelling speed of 4km/h without immediate negative effect on human physiology and cognitive ability. With this principle, it is expected the sustainability aspect of the various programmes and projects of development will be promoted as well as addressing the social, environmental and economic needs of the people of Cape Coast Metropolis.

**7.2.2 the Underpinning Assumptions**

The following assumptions are therefore made;

1. Population growth should be within the projected estimates
2. Inflation should not be over 12% during the planned period
1. The Assembly to mobilize more than 95% of its projected IGF
2. More than 90% of planned funds from the Central Government should be actualized
3. Agents of the Central Government should implement more than 75% of the physical projects in the city during the planned period
4. Civil Society Organization should implement more than 70% of non-physical projects, especially with respect to social protection activities

**7.2.3 Lessons Learned**

1. Agents of the Central Government implemented more than 75% of the physical projects in the city during the period under review
2. Civil Society Organization undertook more than 60% of non-physical projects especially with respect to social protection sector
3. Less than 60% of funds expected from Central Government were received
4. Inflation affected planned cost of projects at the beginning of the planned period

**7.2 Cost of Plan**

The total cost the plan is estimated to be in excess of GHC750m, which could rise to over GHC10 billion depending on the scope and .

Table 35: Programme Financing

Programme	Programme Cost	Expected Revenue and Source of Funding							Gap
		GoG	IGF	DACF	DACR-RFG	DP	PRIVATE	Total	
Governance and Administration	20,558,000.00	12,000,000.00	4,840,000.00	2,250,000.00		1,340,000.00		20,430,000.00	128,000.00
Finance and revenue mobilization	2,100,000.00	-	1,980,000.00	-	-	-	-	1,980,000.00	120,000.00
Planning, Coordinating, Monitoring and Evaluation	2,135,197.76	100,000.00	500,000.00	750,000.00		150,000.00	620,000.00	2,120,000.00	15,197.76
Education Management	30,300,000.00	13,000,000.00	300,000.00	6,000,000.00	-	200,000.00	10,500,000.00	30,000,000.00	300,000.00
Health Services Management	26,450,000.00	17,700,000.00	650,000.00	6,000,000.00	-		2,000,000.00	26,350,000.00	100,000.00
Youth and Social Development	50,620,000.00	3,000,000.00	700,000.00	1,800,000.00	440,000.00		42,000,000.00	47,940,000.00	2,680,000.00
Trade and Industries Development	146,960,000.00	10,750,000.00	3,000,000.00	15,000,000.00	3,080,000.00		100,000,000.00	131,830,000.00	15,130,000.00
Tourism Development and Promotion	12,653,201.60	160,000.00	2,000,000.00	30,000.00	400,000.00		10,000,000.00	12,590,000.00	63,201.60
Agriculture Services and Management	16,180,000.00	20,000.00	2,500,000.00	300,000.00			12,000,000.00	14,820,000.00	1,360,000.00
Climate change and Disaster Management	21,014,516.00	1,250,000.00	100,000.00	375,000.00			18,270,000.00	19,995,000.00	1,019,516.00
Environmental Protection	7,955,000.00	1,000,000.00	200,000.00	750,000.00		5,000,000.00		6,950,000.00	1,005,000.00
Sanitation and Waste Management	111,270,001.00	550,000.00	2,200,000.00	6,000,000.00			99,010,001.00	107,760,001.00	3,510,000.00
Road and Transport Management	125,120,000.00	100,000,000.00	400,000.00	7,372,500.00	500,000.00			108,272,500.00	16,847,500.00
Infrastructure Delivery and Management	41,625,000.00	6,220,000.00	2,500,000.00	7,372,500.00	4,800,000.00		20,000,000.00	40,892,500.00	732,500.00
Water Service Delivery	110,730,000.00	3,100,000.00	130,000.00	6,000,000.00	-	500,000.00	100,000,000.00	109,730,000.00	1,000,000.00

Source: Author's Construct

### 7.3 Funding Sources

The identified sources of revenue for the implementation of the plan are as follows;

1. Internally Generated Funds
2. Transfers from the Central Government
3. Proceeds from Investments
4. Public Private Partnerships
5. Private Sector
6. Development Partners

The figure below shows the proportion of expected revenue from the various sources of funding.

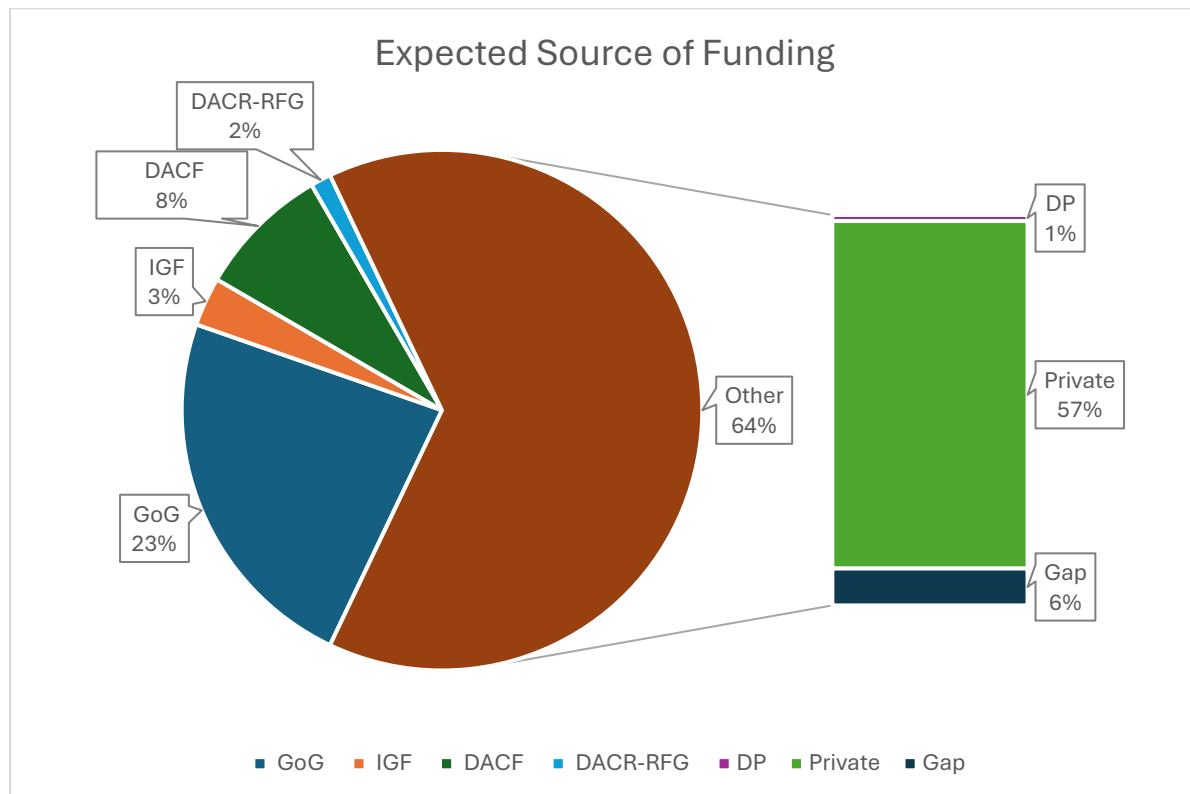


Figure 5: Expected Sources of Funding for the Development Plan

From the figure above, nearly a quarter of the funds are projected to come from the Central Government (23%) with the largest proportion (64%) from non-state actors such as Private Sector (57%) and Development Partners (1%) with a financing of 6%.

#### 7.3.1 Internally Generated Funds

The IGF of the Assembly is vital to implement most of the governance, management, administration, social protection and monitoring of the development of the Metropolis. Some measures to improve the IGF base of the Assembly include introduction of digital systems to collect property rates, business operating permits and parking spaces. Measures will also be put in place to introduce transparency and efficiency in the issuance of building permits and the general development control. Fines and fees regimes will be improved to increase the rate of collection in these sectors.

### ***7.3.2 Transfers from the Central Government***

The role of the Central Government is vital to the overall success of the implementation of the development plan. It is the expectation of the Assembly that the Government finance most of the socially important but non-financially viable projects such as the construction of roads, classrooms, health facilities and other projects. The major sources of transfers from the Central Government into the accounts of the Assembly are;

1. District Assemblies' Common Fund (DACF)
2. DACF – Responsive Factor Grant (DACF-RFG)
3. DACF-MP

In addition to this, various agents of the Central Government are projected to implement major components of the plan. Some of them are;

1. Ghana Education Trust Fund (GETFund); and
2. Ghana Road Fund.

The Assembly will take advantage of the presence of many important and high-profile personalities, who are native of Cape Coast, in Government and the ruling party to lobby for implementation of these projects.

### ***7.3.3 Proceeds from Investments***

The Assembly intends to venture into some businesses whose proceeds will be used to fund the implementation of the development. Some of the proposed investment areas of the Assembly are student accommodation, water and transportation systems.

### ***7.3.4 Public Private Partnerships***

Some of the programmes and initiatives of the development plan require joint effort from both the Assembly and the private sector. Utilizing the provisions in the Public Private Partnership Act 2020, Act 1039, the Assembly will deploy a number of PPP arrangements to implement some of its projects especially in the areas of tourism, housing and transportation.

### ***7.3.5 Private Sector***

The private sector has crucial roles to play in making the plan successful. Funding from the private sector will be vital to implement most of the initiatives in the economic development dimensions, environment and infrastructure and waste management amongst others.

A major measure to attract the interest of the private sector is to participate in various investment forums, market investment areas to both national and international communities and organize investment forums.



*Plate 24: Proposed shopping centre*

### **7.3.6 Development Partners**

Funding from development partners is crucial to finance the implementation of most of the non-physical projects, especially in the areas of social protection, climate change and gender. Some of the identified organizations are ICLEI-Africa, sister-city partners and national and local civil societies.

The Assembly will seek to actively be involved in a number of international and national programmes that have the potential to fund some of its planned programmes and projects. At the international forum, the development plan will serve as the basis for its sister city partnerships and negotiations for strategic cooperative agreement. At the national level, various approaches will be adopted to attract funding into the city.