

**MINISTRY OF LOCAL GOVERNMENT AND RURAL
DEVELOPMENT**

TAMALE METROPOLITAN ASSEMBLY



MEDIUM TERM DEVELOPMENT PLAN (2014-2017)

**PREPARED UNDER THE GHANA SHARED GROWTH AND
DEVELOPMENT AGENDA II (2014-2017)**

2014

TABLE OF CONTENT

TABLE OF CONTENT	2
List of Table	4
<i>Table: 1.1 IMPLEMENTATION OF MEDIUM TERM DEVELOPMENT PLAN (2010-2013)</i>	4
List of Acronym	6
EXECUTIVE SUMMARY	8
(METROPOLITAN CHIEF	9
CHAPTER ONE	11
PERFORMANCE REVIEW AND PROFILE OF TAMALE METROPOLITAN ASSEMBLY (MTDP 2014-2017)	11
1.1 Introduction	11
1.2 PLAN'S PERFORMANCE REVIEW IN THE AREAS OF KEY SOCIO-ECONOMIC INDICATORS	13
1.2.1 PERFORMANCE AND TREND ANALYSIS (2010-2013)	29
1.2.3 SUMMARY	35
1.3 PROFILE OF TAMALE METROPOLITAN ASSEMBLY	56
1.3.1 Location and Size	56
1.3.2 GEOPHYSICAL FEATURES OF THE TAMALE METROPOLIS	56
1.3.3 DEMOGRAPHIC FEATURES	58
Age-dependency	59
Fertility	59
1.3.4 Socio-Cultural Characteristics	60
Religious Affiliation	60
1.3.5 Occupation	60
Industry	60
Employment Sector.....	60
1.3.6 UTILITIES AND SERVICES	62
1.3.7 DISABILITY	66
Types of disability.....	66
Disability by type of locality.....	66
1.3.8 AGRICULTURE.....	66
Households in Agriculture	67
Types of farming activities	67
Distribution of Livestock	67
1.3.9 Metropolitan Health Services Directorate (MHSD)	68
1.3.10 Governance	69

1.3.11 Non Governmental Organisations	74
1.4 Development Issues.....	76
CHAPTER TWO	79
Development Priorities	79
2.0 Introduction	79
CHAPTER THREE.....	95
DEVELOPMENT GOAL, OBJECTIVES AND STRATEGIES.....	95
3.0 Development Goal	95
3.1 Development Policy.....	95
3.2 Objectives.....	95
3.3 Thematic and Sector Objectives	95
3.3.1 Enhancing Competitiveness in Ghana' private Sector	95
3.3.2 Infrastructure, Energy and Human Settlement	96
3.3.3 Accelerated Agriculture Modernization and Sustainable Natural Resource Management.....	97
3.3.4 Human Development, Productivity and Employment	97
3.3.5 Transparent and Accountable Governance	98
Embark on Enrolment drive in communities with low school enrolment.....	99
Construction and rehabilitation of additional classrooms and provide furniture/equipment	99
CHAPTER FOUR.....	107
DEVELOPMENT PROGRAMMES	107
CHAPTER FIVE	122
TAMALE METROPOLITAN ASSEMBLY.....	122
ANNUAL ACTION PLAN 2014	122
CHAPTER SIX	157
MONITORING AND EVALUATION ARRANGEMENTS.....	157
6.1 Monitoring	157
6.2 Evaluation Schemes	159
CHAPTER SEVEN.....	160
COMMUNICATION STRATEGY.....	160
7.0 Introduction	160
7.1 Public Hearing	160
7.2 General Assembly	160
7.3 Radio Programmes.....	160
7.4 News Letter	161
7.5 Durbars.....	161

7.6	Internet Networking	161
7.7	Departmental Programmes	161
Appendices.....		162
Medium Term Development Plan 2014-2017 (Plan Preparation Team Members).....		162

List of Table

<i>Table: 1.1 IMPLEMENTATION OF MEDIUM TERM DEVELOPMENT PLAN (2010-2013).....</i>	<i>13</i>
<i>Table: 1.2 GOVERNMENT FERTILIZERS AND SEED SUBSIDY PROGRAM.....</i>	<i>36</i>
<i>Table: 1.3 BLOCK FARM DATA.....</i>	<i>38</i>
<i>Table: 1.4 MAIZE AND RICE PRODUCTION.....</i>	<i>38</i>
<i>Table: 1.5 SOYA AND COWPEA PRODUCTION.....</i>	<i>40</i>
<i>Table: 1.6 PRODUCTIONS OF YAM AND CASSAVA.....</i>	<i>41</i>
<i>Table: 1.7 VACCINATION OF ANIMALS.....</i>	<i>42</i>
<i>Table 1.8 METROPOLITAN HEALTH DIRECTORATE.....</i>	<i>44</i>
<i>Table 1.9 TREND OF SELECTED HEALTH STAFF.....</i>	<i>45</i>
<i>Table 1.10 CHPS COMPOUNDS.....</i>	<i>46</i>
<i>Table 1.11 MATERNAL HEALTH.....</i>	<i>48</i>

Table 1.12 EMERGENCY OBSTETRIC CARE IN HOSPITALS.....	50
Table 1.13 HIV/AIDS PREVALENCE.....	51
Table 1.14 TREND OF EPI COVERAGE: 2010 – 2013.....	53
Table 1.15 NUMBER OF TB CASES REPORTED (2009 –2013).....	55
Table 1.16 COMMUNICATION SERVICES.....	63
Table 1.17 LIST OF SOME HOSPITALITY INFRASTRUCTURE.....	65
Table 1.18 DECENTRALIZED DEPARTMENTS OF THE ASSEMBLY.....	71
Table 1.19 DEVELOPMENT PROGRAMMES/PROJECTS IN THE METROPOLIS.....	71
Table 1.20 LISTS OF SOME NGOs.....	74
Table 1.21 DEVELOPMENT ISSUES IN THE METROPOLIS.....	76
Table 2.1 PRIORITY NEEDS OF COMMUNITIES IN THE METROPOLIS.....	79
Table 2.2 DEVELOPMENT PRIORITIES IN THE METROPOLIS BY THEMATIC AREAS.....	80
Table 2.3 HARMONISATION OF COMMUNITY NEEDS.....	83
Table 2.4 DEVELOPMENT ISSUES MATRIX.....	85
Table 2.5 POCC ANALYSIS.....	86
Table 3.1 DEVELOPMENT OBJECTIVES AND STRATEGIES.....	99
Table 4.1 DEVELOPMENT PROGRAMMES IN LOGICAL FRAMEWORK.....	107
Table 5.1 ANNUAL ACTION PLAN 2014	122
Table 5.2 ANNUAL ACTION PLAN 2015.....	133
Table 5.3 ANNUAL ACTION PLANS 2016.....	144
Table 5.4 ANNUAL ACTION 2017.....	150

List of Figures

<i>Figure: 1.1 COMMUNITY WOMEN GROUPS.....</i>	<i>29</i>
<i>Figure: 1.2 FARMING/ANIMAL REARING GOUPS.....</i>	<i>30</i>
<i>Figure: 1.3 ENROLMENT IN SCHOOLS.....</i>	<i>31</i>
<i>Figure: 1.4 PRIMARY SCHOOL ENROLMENTS.....</i>	<i>32</i>
<i>Figure: 1.5 JUNIOR HIGH SCHOOL ENROLMENTS.....</i>	<i>32</i>
<i>Figure 1.6: GENDER PARITY INDEX (KG, PRIMARY AND JHS).....</i>	<i>33</i>
<i>Figure: 1.7 PUPIL-TEACHERS RATIO (KG, PRIMARY AND JHS).....</i>	<i>34</i>
<i>Figure: 1.8 TRAINED TEACHERS.....</i>	<i>34</i>
<i>Figure: 1.9 BECE PASS RATES BY GENDER.....</i>	<i>35</i>
<i>Figure: 1.10 FERTILIZER SUBSIDY CONSUMPTION.....</i>	<i>37</i>
<i>Figure: 1.11 MAIZE AND RICE PRODUCTION CONT.....</i>	<i>39</i>

<i>Figure: 1.12 PRODUCTION OF YAM AND CASSAVA CONT.....</i>	<i>41</i>
<i>Figure: 1.13 VACCINATION OF ANIMALS.....</i>	<i>43</i>
<i>Figure 1.14 METROPOLITAN HEALTH DIRECTORATE.....</i>	<i>44</i>
<i>Figure 1.15 TREND OF SELECTED HEALTH STAFF.....</i>	<i>45</i>
<i>Figure 1.16 CHPS.....</i>	<i>47</i>
<i>Figure 1.17 MATERNAL HEALTH.....</i>	<i>49</i>
<i>Figure 1.18 EMERGENCY OBSTETRIC CARE IN HOSPITALS.....</i>	<i>50</i>
<i>Figure 1.19 HIV/AIDS PREVALENCE.....</i>	<i>52</i>
<i>Figure 1.20 TREND OF EPI COVERAGE.....</i>	<i>53</i>
<i>Figure 1.21 GUINEA WORM ROAD TO ERADICATION (2001-2013).....</i>	<i>54</i>
<i>Figure 1.22 ABANDONED TAMALE SUPER MARKET AT ABOABO.....</i>	<i>61</i>
<i>Figure 1.23 PICTURE OF THE TAMALE SPORT STADIUM.....</i>	<i>64</i>
<i>Figure 1.24 ADONGO ART AND CRAFT SHOP.....</i>	<i>65</i>
<i>Figure 1.25 ORGANOGRAM OF THE MHSD.....</i>	<i>68</i>

List of Acronym

Abbreviations

ACDEP	Association of Church Development Projects
ADD	Action on Disability and Development
AEAs	Agricultural Extension Agents
BADECC	Development Consultancy Centre
BECE	Basic Education Certificate Examination
CALID	Centre for Active Learning and Integrated Development
CBD	Central Business District
CBS	Community Based Surveillance
CHPS	Community Health and Public Service
CRS	Catholic Relief Services
CSOs	Civil Society Organizations
DACF	District Assembly Common Fund
DCD	Department of Community Development
DSW	Department of Social Welfare
EMS	Emergence Mail Services
FAO	Food and Agriculture Organization
GES	Ghana Education Service
GIGDEV	Girls Growth and Development
GILLBT	Ghana Institute of Literacy and Bible Translation
GSFP	Ghana School Feeding Programme
GTZ	German Technical Development
GW	Guinea Worm
IGF	Internal Generated Funds
LAP	Land Administration Project
MADU	Metropolitan Agricultural Development Unit
MASLOC	Micro Financing and Small Loan Centre

MEU	Metropolitan Education Unit
MHMT	Metropolitan Health Management Team
MHSU	Metropolitan Health Services Unit
MiDA	Millennium Development Authority
MLG& RD	Ministry of Local Government and Rural Development
MMDAs	Metropolitan Municipals Departments and Agencies
MMTDP	Metropolitan Medium Term Development Plan
MoFA	Ministry of Food and Agriculture
MOV	Means of Verification
MPCU	Metropolitan Planning Coordinating Unit
MWMD	Metropolitan Waste Management Department
NCCE	National Commission on Civic Education
NFED	Non Formal Education
NGND	Northern Ghana Network for Development
NGOs	Non-Governmental Organizations
NORSAAC	Northern Sector Action on Awareness Centre
NPP	New Patriotic Party
OPD	Out Patient Department
OVI	Objectively Verifiable Indicators
POA	Programme of Action
POCC	Potentials Opportunities Constraints Challenges
PPMED	Policy, Planning, Monitoring and Evaluation Division
PTA	Parent Teacher Association
RCC	Regional Coordinating Council
SADA	Savannah Accelerated Development Authority
SDHMT	Sub-Districts Health Management Team
SEA	Strategic Environmental Assessment
SMC	School Management Committees
TaMA	Tamale Metropolitan Assembly
TBAs	Traditional Birth Attendances
UNICEF	United Nation International Education Fund
WFP	World Food Programme
WMD	Waste Management Department

EXECUTIVE SUMMARY

The Medium Term Development Plan (MTDP) is the planning and implementation document of MMDAs in the country. This Plan is the fifth in the series of the other three previous plans of the Tamale Metropolitan Assembly. The immediate past plan 2010-2013 was prepared based on the version of Ghana Shared Growth and Development Agenda under the guidelines of the National Development Planning Commission in collaboration with other public MDAs and NGOs.

The MTDP (2014-2017) is not different from the other previous plans. This plan was however prepared under the guidelines and version of the Medium Term Development Policy Framework 2014-2017 with similar developmental priorities like GSGDA 2010-2013 of the Assembly.

The main objectives of the MMTDP 2014-2017 are to:

1. *facilitate the preparation of:*

- ◆ Annual Action Plans based on the MMTDP
- ◆ Composite budgeting and Medium Term Expenditure Framework (MTEF)
- ◆ Programme of Action (POA)

2. *ensure that our plan:*

- ❖ are relevant to local needs and aspirations
- ❖ are purposefully formulated to support the achievement of national development goals and objectives (MTDPF 2014-2017)
- ❖ are effectively implemented, monitored and evaluated
- ❖ Integrate cross cutting issues (e.g. Population, gender, SEA)
- ❖ should reflect spatial dimensions of development

The Plan report is organized into seven (7) chapters with most of the planned activities drawn on tables. The first chapter reviews the immediate past plan 2010-13 with the current profile of the Metropolis. Chapter two summaries the developmental issues which were subjected to a matrix between development issues under GSGDA I. A POCC analysis was also carried out in this chapter. The third chapter outlines the goal, objectives and strategies under the various thematic areas. Chapter four and five presents a summary of the Development Plans and the Annual Action Plans 2014-2017 respectively. The last two chapters are assigned to M&E and the Communication Strategies adopted to ensure effective participatory implementation of the plan.

The plan was prepared by a Plan Preparation Team Members in collaboration with the Metropolitan Planning Coordinating Unit of the Assembly. Several methodologies were used in arriving at the final document. There were Reviews of Sub-Metro plans in the Metropolis. This was followed by detailed data collection from selected communities in the six (6) Town Councils with mailed questionnaires. This primary data was collated and analyzed.

Series of validation workshops were also organized to review secondary data. A Review Workshop involving all stakeholders including Chiefs, Assembly members and opinion leaders was organized. The three day workshop accorded the team the opportunity to identify

key developmental challenges in twelve (12) major captions under the seven (7) thematic areas of:

1. Ensuring and sustaining macroeconomic stability
2. Enhanced competitiveness of Ghana's private sector
3. Accelerated agricultural modernization and natural resource management
4. Oil and gas
5. Infrastructure and human settlements development
6. Human development, employment and productivity
7. Transparent and Accountable Governance

The developmental goal of the Metropolis and the objectives of the various thematic areas were also identified. In all, there are thirty three (33) objectives under the thematic areas. The objective formulation took into consideration the SMART (G&E).

The MMTDP 2014-2017 has planned for 319 activities for the plan period. Most of these activities would be capacity building programmes while major infrastructure development projects would be implemented within the four year period. These activities are budgeted to cost an amount of GH¢116,428,302.16 for the Assembly. The TaMA is the lead implementer of most of these programmes and projects while others such as IBIS, Action Aid, MADU, MED, Department of Waste Management and other international donors such as AfD, UNTFHS, World Bank would collaborate with the Assembly to implement the plan.

The plan would be subjected to Monitoring and Evaluation with quarterly reports from the Monitoring Team to management. The Communication Strategies adopted would enable the Assembly collect and collate public views which would enhance effective participatory implementation as well as sustainability in the projects to be implemented. It is our hope that all departments would refer to this document in times (donor) projects implementation if the need arises to meet the development needs of the people in the Metropolis.

We believe that together we would be able to build a better Metropolitan Assembly for all.

.....
ABDUL HANAN GUNDADOW

(METROPOLITAN CHIEF EXECUTIVE)

CHAPTER ONE

PERFORMANCE REVIEW AND PROFILE OF TAMALE METROPOLITAN ASSEMBLY (MTDP 2014-2017)

1.1 Introduction

The Tamale Metropolitan Assembly (TAMA) was established under Legislative Instrument (L.I) 2068 of 2012. The mission of the Assembly is “to enhance the quality of life of the people of the Metropolis by facilitating the maintenance of law and order and mobilizing the physical and financial resources to provide quality socio-economic services especially in education, agriculture, water, sanitation and health in collaboration with other development partners and in conformity with broad national policy”.

The vision of the Assembly is to be a clean and environmentally friendly Metropolis which attracts the right expertise and investment into vital economic sectors that create high level of employment opportunities. A Metropolis where children, women and men have high quality of life, equal opportunities, access to quality and sustained health services, education, economic resources, and above all participate in decision making.

The TAMA like other districts in the country performs the following functions among others:

1. Exercises political and administrative authority
2. Provides guidance and direction and supervises all administrative authorities in the Metropolis
3. Exercises deliberative, legislative and executive functions
4. Responsible for the overall development of the Metropolis through preparation of development plans and budgets and submission to the National Development Planning Commission (NDPC) through the Regional Coordinating Council (RCC) for approval.
5. Formulates and executes planned programmes and strategies for effective resource mobilization that promotes and supports productive economic activities as well as social development.
6. Responsible for the maintenance of security and public safety in the district
7. Coordinates, integrates and harmonizes the execution of programmes and projects under approved development plans and that of other departments under it.
8. Discharges other functions as may be directed by the President of the Republic of Ghana.

This chapter presents a review of the 2010-2013 planned activities, the current profile of the Tamale Metropolis as well as establishes a baseline data for the preparation of the Medium Term Development Plan (MTDP 2014-2017) under the Ghana Shared Growth and Development Agenda II (GSGDA 2014-17). The review considered indicators under key sectors of the District’s development including Education, Health, Agriculture, Community Development, Social welfare, HIV/AIDS and Gender.

1.2 PLAN'S PERFORMANCE REVIEW IN THE AREAS OF KEY SOCIO-ECONOMIC INDICATORS

Table: 1.1 IMPLEMENTATION OF MEDIUM TERM DEVELOPMENT PLAN (2010-2013)

Thematic Area	Policy Objective	Programme	Indicator	Target	Level of Achievement				Remarks
					2010	2011	2012	2013	
Accelerated agriculture modernization and natural resource management	Promotion of agricultural production	Improve cereal production	Rice- 17,008 MT to 25,000MT by 2013	180,000 MT by 2013	18,136.80MT	38,580MT	28,833.40MT	24,381.40MT	More than 60% of the target was achieved
			Maize- 13,558.8MT- 20,000MT	60,000MT by 2013	18,897.79 MT	13,034.88 MT	25,087.80 MT	25,818.80 MT	There was 20% increase in target for maize production
		Improve animal production	Livestock - 15,000 healthy breeds of goats and cattle produced annually	Cattle- 12,000 Goat- 35,000 Sheep-	2,590 5,561 13,384	3,701 1,573 7,768	2,218 530 2,062	2,856 390 3,341	92% of the target for cattle production was achieved by the close of the planned period. Only 23% of the target for goats' production was achieved. Almost half of the target for sheep production

				55,000					was achieved by the end to the planned period.
		Increasing Extension service to farmers	Number of extension agents (AEA)	A maximum of 6 communities for one AEA	9 communities	9 communities	9 communities	10 communities	Target was not achieved.
				Re-roofing of Silo at Kulaa	Completed	-	-	-	Projected is completed and in use.
Environmental Management	To ensure a friendly and sustainable environment	Promotion of good sanitation in TaMA	Efficient private participation in waste management practices and a cleaner environment	Construction of 2 No. 10 Seater Public Toilets	Completed	-	-	-	Project completed and in use.

				Construction of 13 No. 20 Seater Public Toilets at Ghana Secondary school and other communities	Completed	Completed	completed	completed	Project completed and in use.
		Promotion of good sanitation in TaMA		Renovation of Aboabo Meat Shop	Completed	-	-	-	Project completed and in use.
				Desilting of Drains	-	-	-	Completed	Project completed and in use.
				Rehabilitation of landfill site	-	-	-	Completed	Project completed and in use.

		Promotion of good sanitation in TaMA	To promote and enhance afforestation and reforestation	Establish 100 Acreages of Community Plantations by 2013.	18 acreage	45 acreage	50 acreage	80 acreage	193 acreages of plantation was achieved by the end of planned period. This exceeded the target. The GEMP project contributed significantly to this achievement
				Establish 200 Acreages of Individual Plantations by 2013.	42 acreages	36 acreages	72 acreages	68 acreages	258 acreages of individual plantations were achieved by the end planned period. This exceeded the target.
				145000 Farmers engaged in dry season farming by 2013.	25000 farmers	26000 farmers	27000 farmers	28000 farmers	A total 96000 farmers were engaged in dry season farming by the end of the planned period. The target was not fully achieved.

		Public awareness creation on Environmental management.	Improve public awareness on bushfires, agro chemical usage and general environmental management	140 durbars held on environmental management.	29 durbars	32 durbars	33 durbars	33 durbars	A total of 127 environmental durbars. 91% of programme was therefore implemented.
				140 bushfire education programmes held	17 programmes	26 programmes	24 programmes	30 programmes	A total of 97 bushfire educational programmes were held. The target was therefore not fully achieved.
				60 Educational programmes on the usage of Agro chemicals held	12 programmes	10 programmes	13 programmes	12 programmes	47 out of the 60 targeted programmes were held. Programme implementation was therefore partially (78% achieved).

Infrastructure, Energy and Human Settlement	To improve socio-economic infrastructure to enhance other productive activities in the Metropolis.	Roads and Transport	To upgrade 15 number feeder roads annually	Spot improve ment of Tamale Dungu - Sahakpali gu Feeder Roads (3.85Km) by 2010	Completed	-	-	-	Project was completed as scheduled
				Maintenace of Streetlights	-	Completed	-	-	Project was completed as scheduled
				Emergency Grading of Nyohini - Sawaba Road and others in Tamale	-	Completed	-	-	Project was completed as scheduled

				Installation of Streetlights between RCC Road and Dagomba Road	-	-	completed	-	Project was completed as scheduled
Human Development, Productivity and Employment	Health Care Quality Health Care for all.	Provision of Health Infrastructure	improved coverage of health care services from 30% to 60% by 2013	Rehabilitation of Foosegu Clinic	Completed	-	-	-	Project is complete and in use.
				Connection of Electricity to Nyohini Clinic	Completed	-	-	-	Project is complete and in use.
				Construction of Health Centre at Vittin	-	Completed	-	-	Project is completed and in use

				Construction of 1 No. Clinic Sagnarigu	-	-	Completed	-	Project is completed and in use.
				Rehabilitation of Clinic at Kpanvo	-	-	Completed	-	Project is completed, in use.
				Construction of Chain - Link Fence around the NHIS Office	-	-	-	Completed	Project is completed, in use
				Extension of Electricity and water to Vittin Clinic	-	-	-	On-going	Projected is completed
		Provision of	Improve	Support	Completed	-	-	-	Project completed and

		educational infrastructure	basic school enrolment and retention rate from 80% to 95% by the end of 2013.	for Kpanvo Primary school					in use
	Education To improve the quality of life of the people in the Metropolis through education			Construction of 31 No. 6 Unit Classroom Block and Ancillary Facilities	Completed	Completed	Completed	-	Project completed and in use
				Construction of 24 No. 3 Unit Classroom Block and Ancillary Facilities	Completed	Completed	Completed	Completed	Projected completed and in use.

				by 2013					
				Supply of Furniture to schools TaMA by 2013.	Completed	Completed	-	Completed	Projected completed and in use.
				Construction and Furnishing of 3 No. 3 Unit Classroom Block and Ancillary Facilities in 3 communities	-	Completed	-	-	Project completed and in use.
				Completion of 1 No. 4 Unit Classroom Block and	-	Completed	-	-	Project completed and in use.

				Ancillary Facilities					
				Rehabilitation/Re-roofing of Chichali Primary School, Yapalsi JSS, Sognayili Pri. Sch, Tatco CLR block	-	Completed	Completed	-	Project completed and in use.
Environmental Management	To ensure a friendly and sustainable environment	Promotion of good sanitation in TaMA	Efficient private participation in waste management practices and a cleaner environment	Construction of 2 No. 10 Seater Public Toilets	Completed	-	-	-	Project completed and in use.

				Construction of 13 No. 20 Seater Public Toilets at Ghana Secondary school and other communities	Completed	Completed	completed	completed	Project completed and in use.
	Promotion of good sanitation in TaMA			Renovation of Aboabo Meat Shop	Completed	-	-	-	Project completed and in use.
				Desilting of Drains	-	-	-	Completed	Project completed and in use.
				Rehabilitation of landfill site	-	-	-	Completed	Project completed and in use.

		Promotion of good sanitation in TaMA	To promote and enhance afforestation and reforestation	Establish 100 Acreages of Community Plantations by 2013.	18 acreage	45 acreage	50 acreage	80 acreage	193 acreage of plantation was achieved by the end of planned period. This exceeded the target. The GEMP project contributed significantly to this achievement
				Establish 200 Acreages of Individual Plantations by 2013.	42 acreages	36 acreages	72 acreages	68 acreages	258 acreages of individual plantations was achieved by the end planned period. This exceeded the target.
				145000 Farmers engaged in dry season farming by 2013.	25000 farmers	26000 farmers	27000 farmers	28000 farmers	A total 96000 farmers were engaged in dry season farming by the end of the planned period. The target was not fully achieved.
		Public awareness	Improve public	140 durbars	29 durbars	32 durbars	33 durbars	33 durbars	A total of 127 environmental durbars.

		creation on Environmental management.	awareness on bushfires, agro chemical usage and general environmental management	held on environmental management.					Programme was therefore not fully implemented.
				140 bushfire education programmes held	17 programmes	26 programmes	24 programmes	30 programmes	A total of 97 bushfire educational programmes were held. The target was therefore not fully achieved.
				60 Educational programmes on the usage of Agro chemicals held	12 programmes	10 programmes	13 programmes	12 programmes	47 out of the 60 targeted programmes were held. Programme implementation was therefore partially achieved.
Infrastructure, Energy and	To improve socio-	Roads and	To upgrade 15 number	Spot improve	Completed	-	-	-	Project was completed

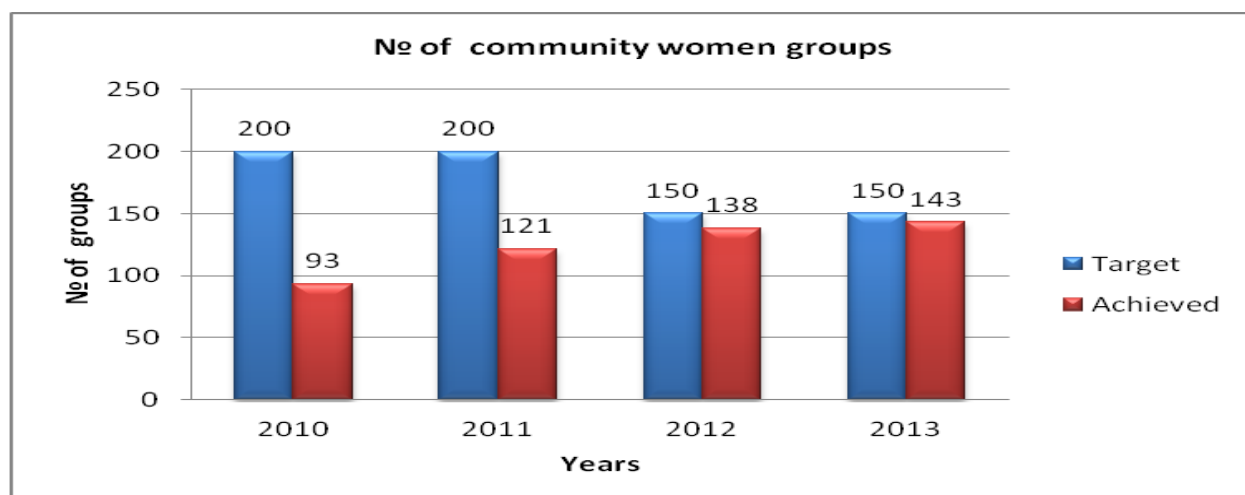
Human Settlement	economic infrastructure to enhance other productive activities in the Metropolis.	Transport	feeder roads annually	ment of Tamale Dungu - Sahakpali gu Feeder Roads (3.85Km) by 2010					as scheduled
				Maintenance of Streetlights	-	Completed	-	-	Project was completed as scheduled
				Emergency Grading of Nyohini - Sawaba Road and others in Tamale	-	Completed	-	-	Project was completed as scheduled
				Installation of Streetlights between	-	-	completed	-	Project was completed as scheduled

				RCC Road and Dagomba Road					
--	--	--	--	------------------------------------	--	--	--	--	--

1.2.1 PERFORMANCE AND TREND ANALYSIS (2010-2013)

COMMUNITY DEVELOPMENT AND SOCIAL WELFARE (INDICATORS ON COMMUNITY DEVELOPMENT AND VULNERABILITY ISSUES)

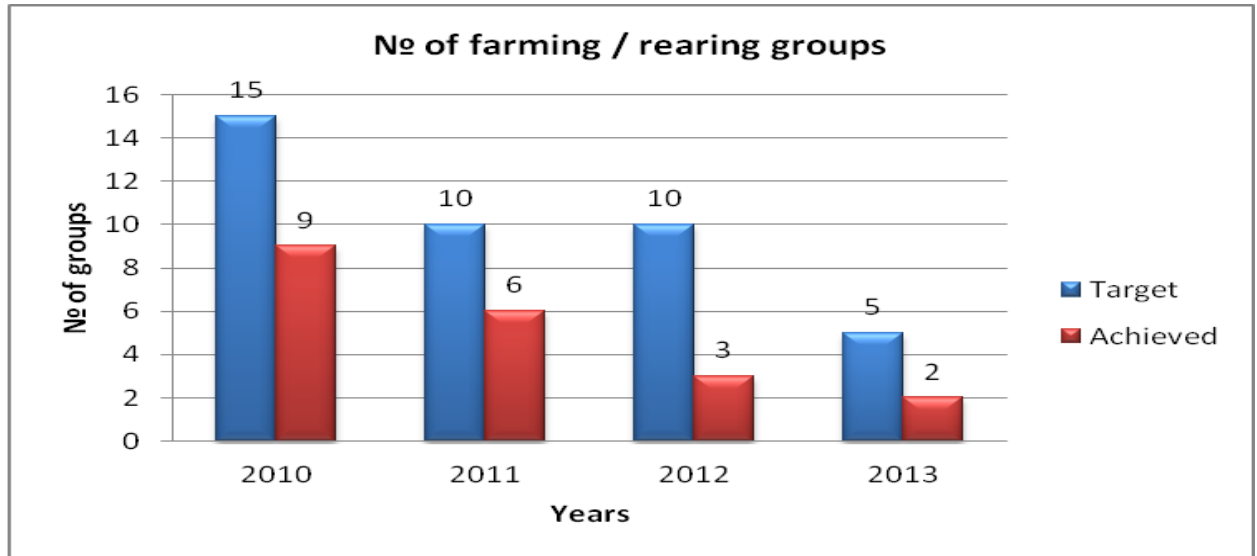
Figure: 1.1 COMMUNITY WOMEN GROUPS



The graph above shows that, the total number of women's groups had been increasing since 2010. In 2011, there was an increment of 28 in the number of community women's groups from 93 in 2010 to 121 in 2011. The trend continued in 2012, with an increase of 17 in the number of community women's groups and to 143 in 2013.

The increases in the number of community groups over the years is a good signal for women empowerment since development programmes and interventions can better target women when they are organised as groups rather than as individuals.

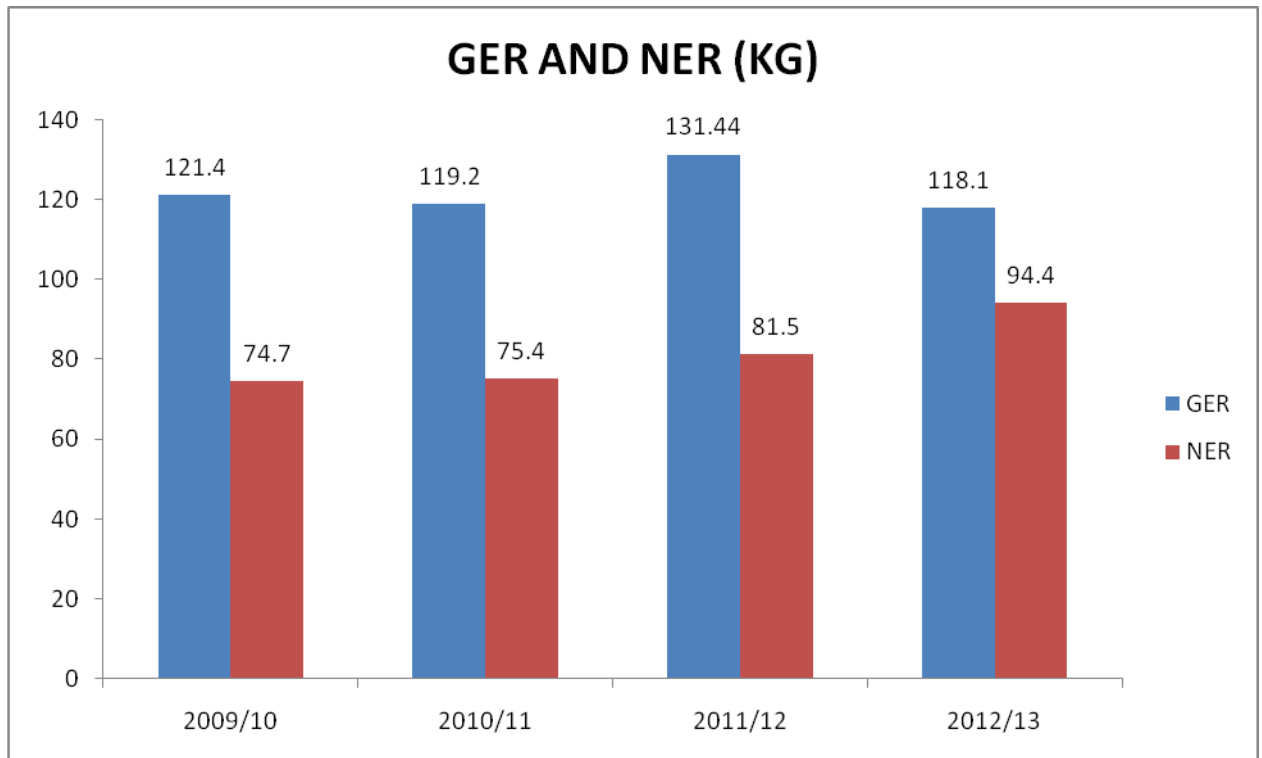
Figure: 1.2 FARMING/ANIMAL REARING GOUPS



These women were mobilized to access technical support from Agricultural extension service providers to keep small ruminants such as goats, sheep and fowls as well as engage in subsistence farming. There were 9 farming/animal rearing groups out of the 15 targeted for formation in 2010, and 6 groups out of 10 targeted in 2011.

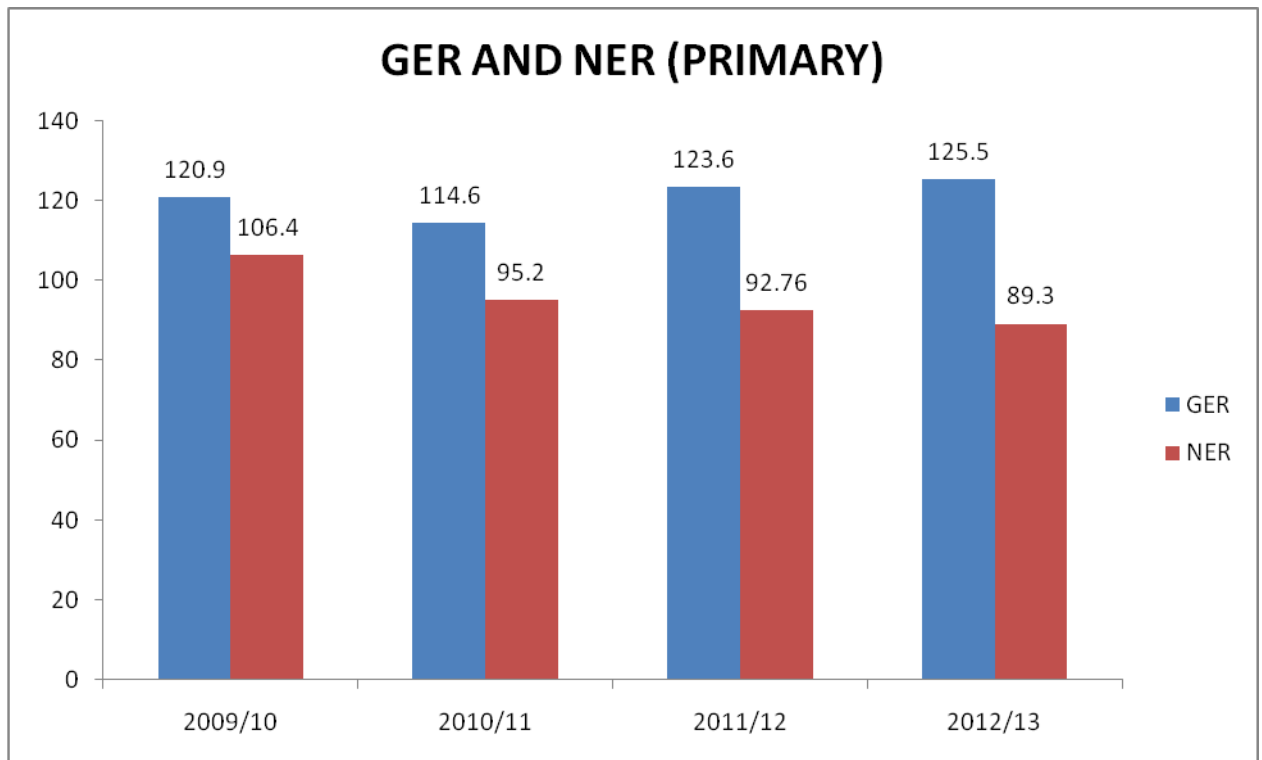
Although the last two years saw a reduction in the numbers of groups mobilised, the fact that groups were mobilised in these years for the purpose of engaging in an economic activity itself, is a positive development for women empowerment.

Figure: 1.3 ENROLMENT IN SCHOOLS



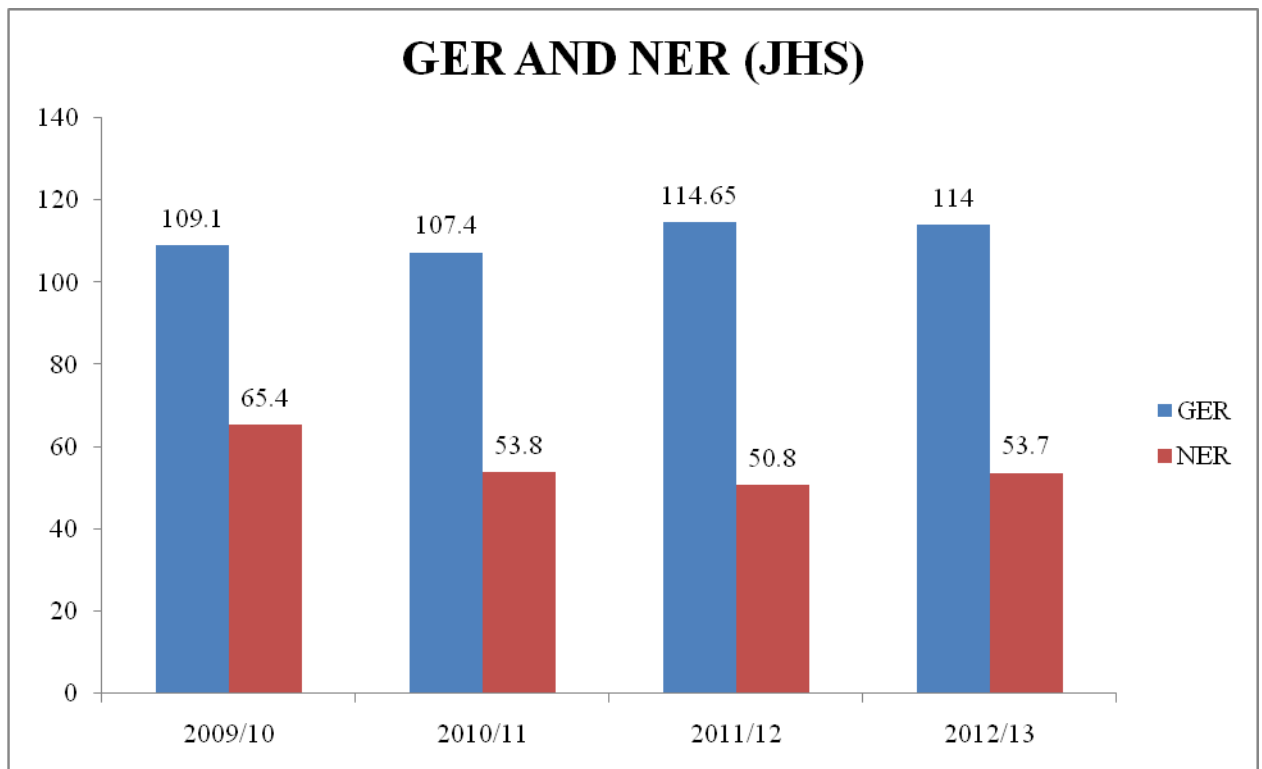
The GER and the NER at the KG has been fluctuating since 2010. For 2013, there was an improvement in NER as more children of the specified age were enrolled.

Figure: 1.4 PRIMARY SCHOOL ENROLMENT



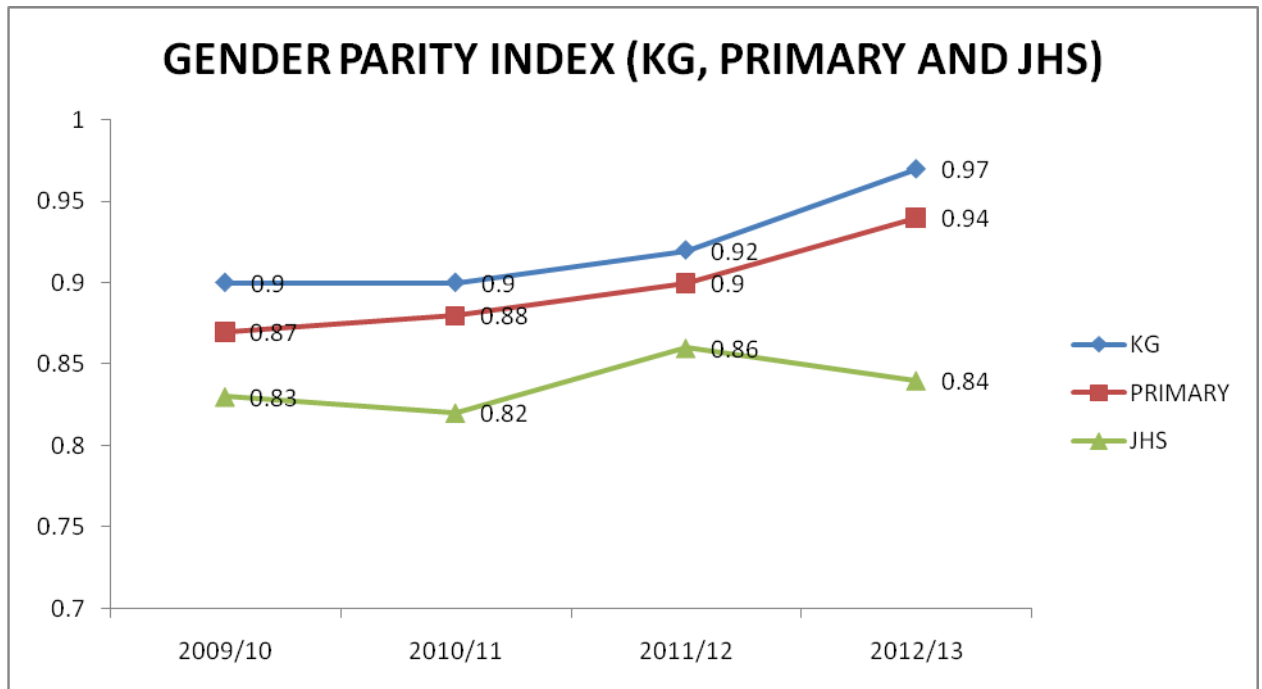
The GER and the NER at the Primary level has been fluctuating since 2010. For 2013, there was a decline in NER indicating that the number of children enrolled at the specified age has reduced.

Figure: 1.5 JUNIOR HIGH SCHOOL ENROLMENT



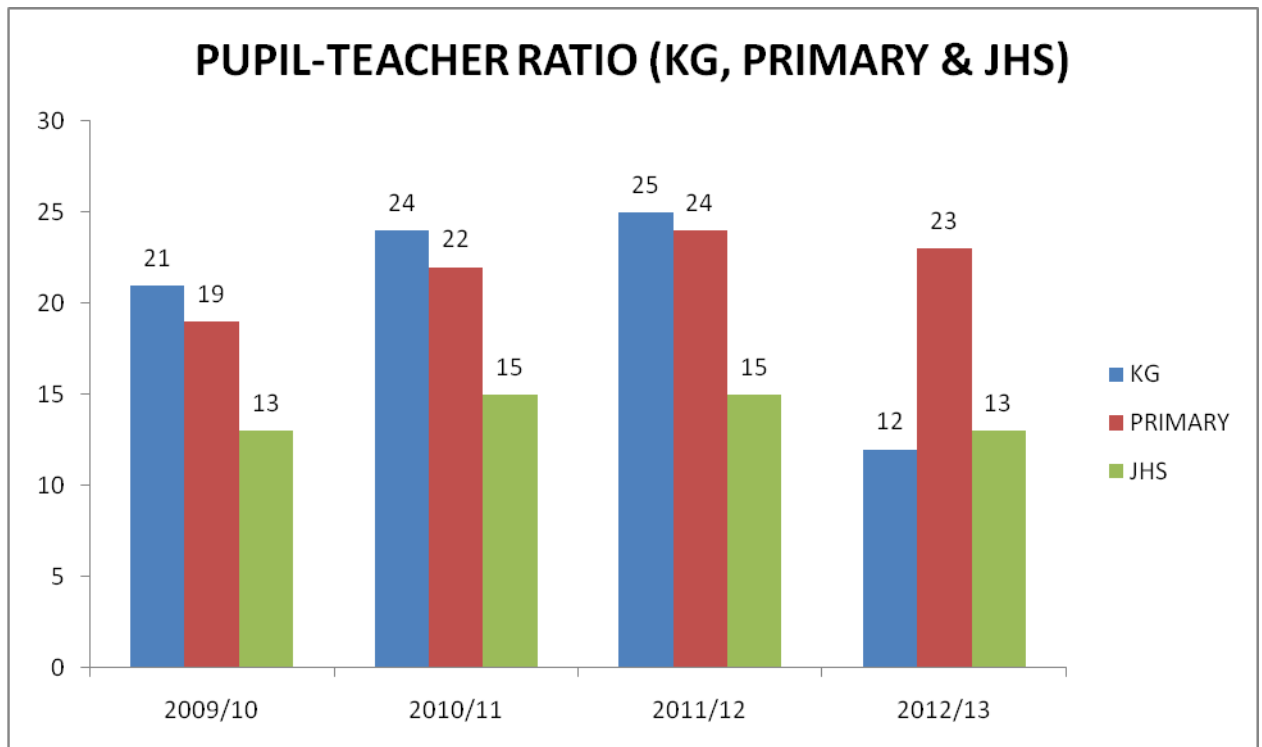
For the KG the GPI had been increasing since 2010. This means that more females are being enrolled at that level. The same applies for the primary school but for the junior high; the GPI has been reducing indicating that fewer girls are being enrolled at the JHS level.

Figure 1.6: GENDER PARITY INDEX (KG, PRIMARY AND JHS)



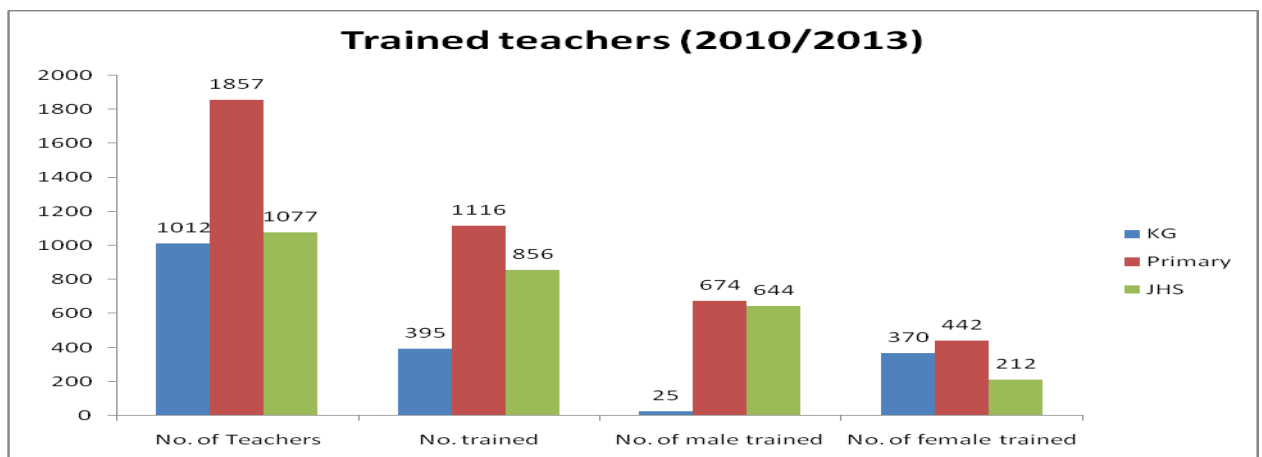
For the KG the GPI has been increasing since 2010. This means that more females are being enrolled at that level. The same applies for the primary school but for the junior high; the GPI has been reducing indicating that fewer girls are being enrolled at the JHS level.

Figure: 1.7 PUPIL-TEACHERS RATIO (KG, PRIMARY AND JHS)



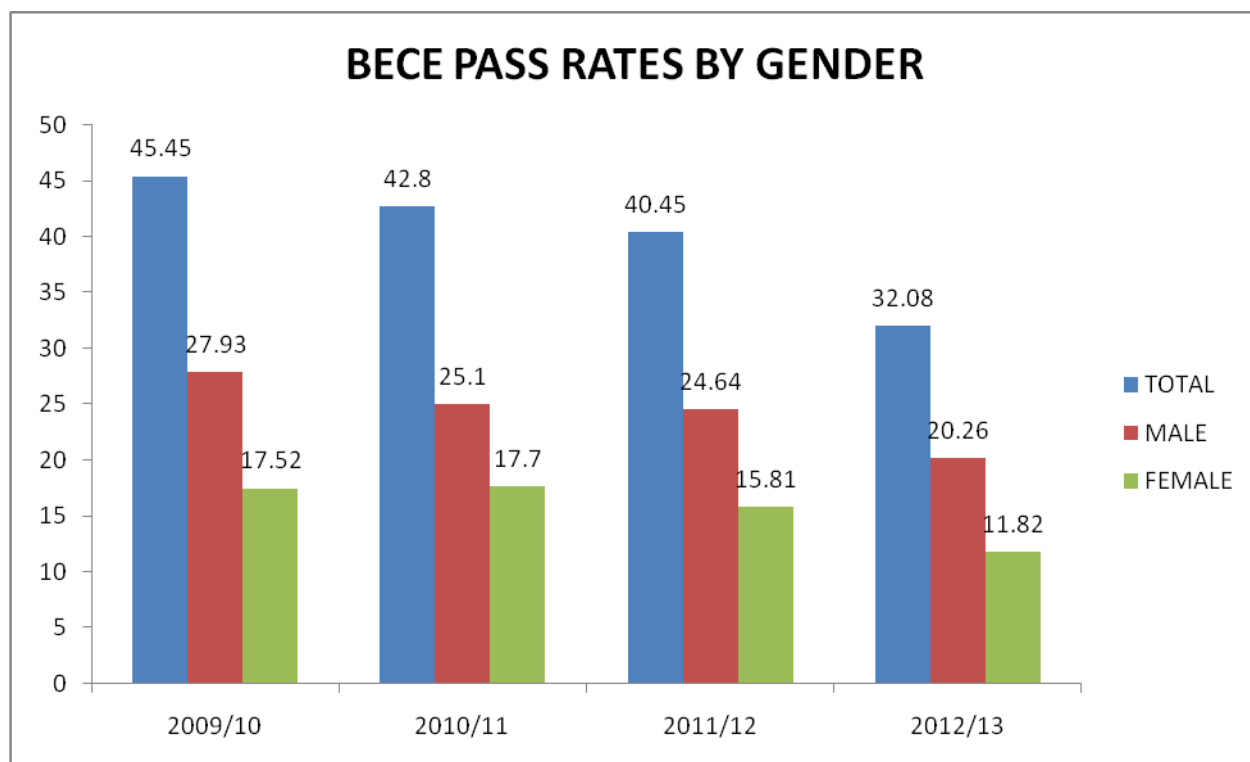
The pupil teacher ratio at all the levels (KG, Primary and Junior High) shows that the Tamale Metropolis is endowed with many teachers. In other words, there are excess teachers.

Figure: 1.8 TRAINED TEACHERS



It can be indicated from the graph above that in 2010, the number of trained teachers at the primary level (1857) was more than that at the KG (1012) and JHS (1077) levels. In 2011, the number of trained teachers were more at the primary level (1116), followed by those at the JHS (856) level and the KG (395) level. In 2012, the number of trained male teachers at the primary level was 674 followed by those at the JHS level (644) and then those at the KG (25) level. In 2013, the numbers of trained female teachers were 442 at the primary level, 370 at the KG level and 212 at the JHS level.

Figure: 1.9 BECE PASS RATES BY GENDER



The BECE pass rates in the Metropolis over the years have not been encouraging. The pass rates have been declining since 2010; that is from 45.45 % in 2010 to 32.08% in 2013. This performance sharply contradicts the numbers of trained teachers who are in the Metropolis and teaching these pupils/students. This therefore calls for effective and efficient measures by the education authorities and the Assembly to reverse the trend.

1.2.3 SUMMARY

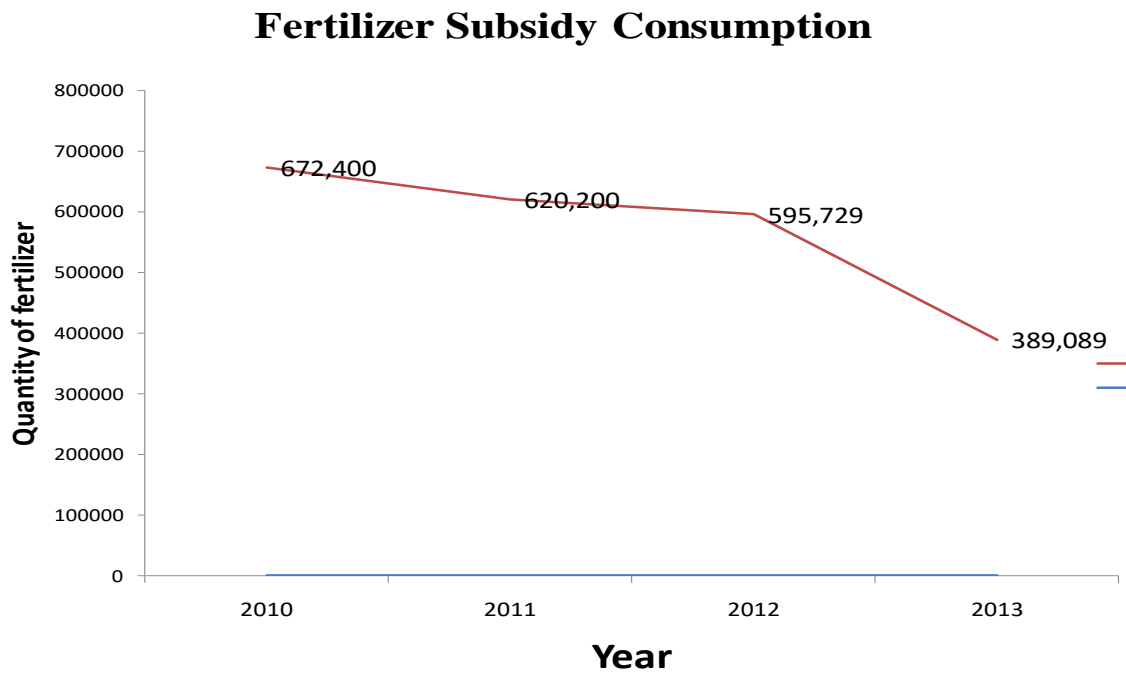
- Over the period under review (2010-2013), the number of schools in the Metropolis has been increasing at all the basic levels. This means that accessibility to education at the basic level in the Metropolis increasing.
- The gender parity index (GPI) has been increasing meaning that more girls are being enrolled in school.
- The number of trained teachers, especially in the public schools is significantly higher than those untrained which an indicator for quality education in the public schools. However the reverse is rather than case on the ground.
- The pupil-teacher ratio (PTR) shows that the Metropolis is endowed with teachers.
- However, the quality of teachers in the Metropolis has not reflected well on the BECE pass rates as the rates have been dropping over the years.

Table: 1.2 GOVERNMENT FERTILIZERS AND SEED SUBSIDY PROGRAM**Government Fertilizer and Seed Subsidy Program**

Year	Quantity of Fertilizer Consumed (Urea, Compound and SA)	Beneficiaries		
		M	F	Total
2010	672,400	42,274	2,850	45,124
2011	620,200	40,783	2,120	42,903
2012	595,729	32,783	2,172	34,955
2013	389,089	21,412	1,419	22,831
Total	2,277,418	131,476	6,389	137,865

- From the table above, the quantity of fertilizer that was earmarked to be subsidized to the beneficiaries was 672,400 in 2010 with only 45,124 benefiting from it and out of this, 42,274 were males with 2,850 being females.
- In 2011, 620,200 fertilizers were to be subsidized for the beneficiaries with only 42,903 benefiting from it and out of this 40,783 were males with 2,120 being females.
- In 2012, 595,729 fertilizers were to be subsidized for the beneficiaries with only 34,955 benefiting from it and out of this 32,783 were males and 2,172 females.
- In 2013, 389,089 fertilizers were to be subsidized for the beneficiaries with only 22,831 benefiting from it and out of this 21,412 were males with 1,419 being females.

Figure: 1.10 FERTILIZER SUBSIDY CONSUMPTION



- From the line graph above, 672,400 bags of fertilizers was being subsidized in 2010. In 2011, 620,200 bags of fertilizers were being subsidized. This means that, there was a 52,200 reduction in the number of bags of fertilizers being subsidized from 2010 to 2011.
- 659,729 bags of fertilizers were subsidized in 2012 with only 389,089 bags of fertilizers being subsidized in 2013. This implies that, there was a drastic reduction of 270,640 bags of fertilizers being subsidized from 2012 to 2013.

Table: 1.3 BLOCK FARM DATA**Block Farm Data (Soya)**

YEAR	AREA		EXPENDITURE	AMT RECOVERED	% RECOVERED	BENEFICIARIES	
	Target	Ach.				M	F
2010	30	24	1,716	200	12	10	50
2011	0	0	0	0	0	0	0
2012	50	48	5,865	375	6.39	34	100
2013	0	0	0	0	0	0	0
TOTAL							

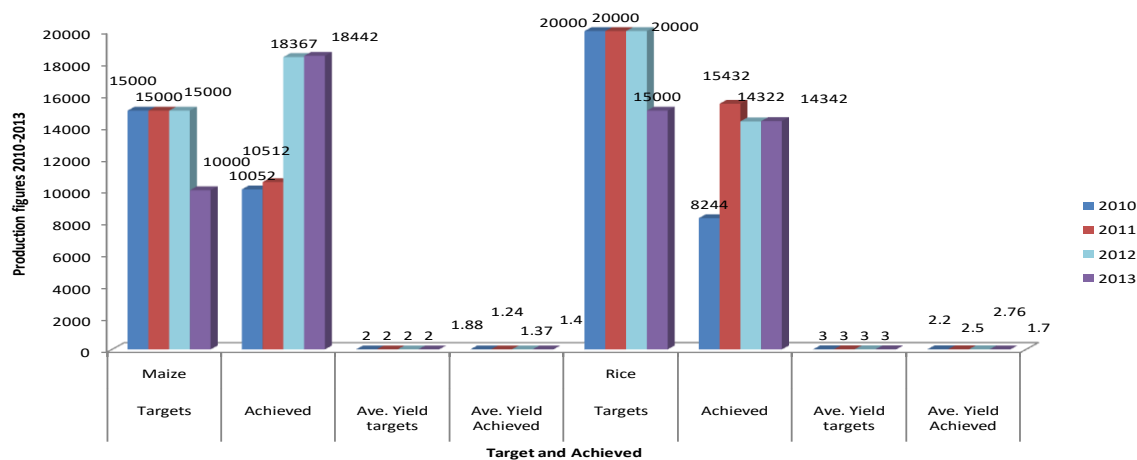
- Soya beneficiaries were more in 2012 as compared to 2010.
- Most of beneficiaries were women.
- Less money was recovered in 2012

Table: 1.4 MAIZE AND RICE PRODUCTION**Maize and Rice Production**

	Targets (area- Ha)	Achieved	Ave. Yield targets (Mt/Ha)	Ave. Yield Achieved	Targets (area- Ha)	Achieved	Ave. Yield targets	Ave. Yield Achieved
	Maize				Rice			
2010	15,000	10,052	2	1.88	20,000	8,244	3	2.2
2011	15,000	10,512	2	1.24	20,000	15,432	3	2.5
2012	15,000	18,367	2	1.37	20,000	14,322	3	2.76
2013	10,000	14,442	2	1.4	15,000	14,342	3	1.7

Figure: 1.11 MAIZE AND RICE PRODUCTION CONT.

Maize and Rice Production Cont.



- Maize and rice average yields kept on fluctuating during the period under observation.
- With a target of 2 metric tons per Hectares for maize in all the years only year 2010 recorded a significant difference within the Metropolis.
- Rice experienced increases in yield per unit area as the years gone by except 2013 which recorded lower yields.
- The increases could be as a result of improved rice technologies being adopted by rice farmers through JICA/RSSP. The decline for this could be attributed to Erratic and unfavorable weather conditions.

Table: 1.5 SOYA AND COWPEA PRODUCTION**Soya and Cowpea Production**

	Target s(area- Ha)	Achiev ed	Ave. Yield targets Mt/Ha	Ave. Yield Achiev ed	Target s(area)	Achiev ed	Ave. Yield targets	Ave. Yield Achieved
	Soya				Cowpea			
2010	1500	1,300	2	1	2,000	739	2	1.3
2011	1500	1,833	2	1.9	4,000	2,806	2	1.67
2012	1500	1,267	2	1.43	4,000	1,569	2	0.99
2013	1000	840	2	1.4	3,000	1,345	2	1

- Average yield in Mt/Ha for both legumes kept on fluctuating, yield for cowpea declined from 2011 to 2013.
- Poor pest and disease control could be largely due to the decline or farmers found it very difficult to afford for the cost of the insecticides and improved varieties.

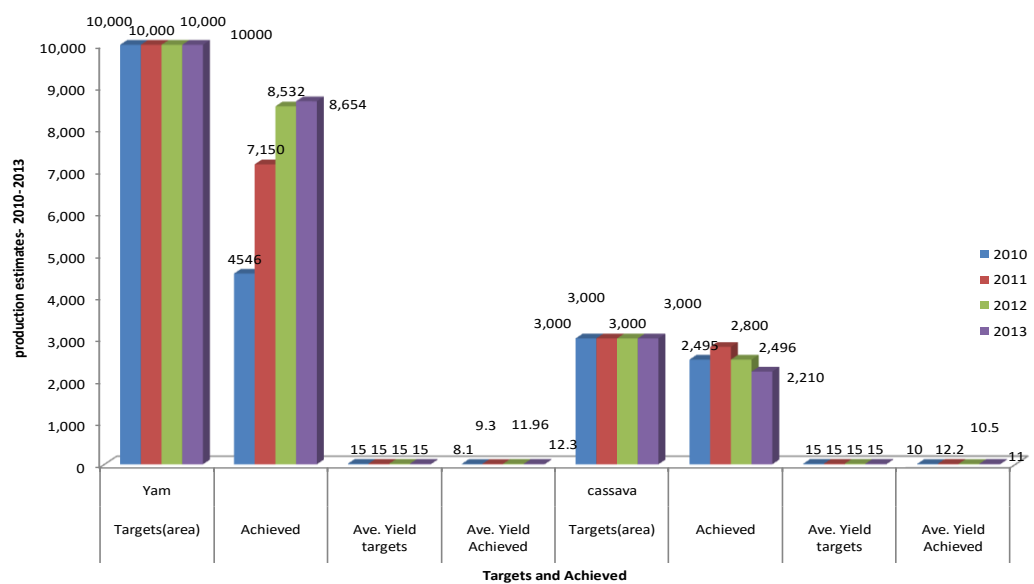
Table: 1.6 PRODUCTIONS OF YAM AND CASSAVA

Production of Yam and Cassava

	Targets (area - Ha)	Achieve d	Ave. Yield targets Mt/Ha)	Ave. Yield Achieve d	Targets (area)	Achieve d	Ave. Yield targets	Ave. Yield Achieve d	
	Yam				cassava				
2010	10,000	4546	15	8.1	3,000	2,495	15	10	2010
2011	10,000	7,150	15	9.3	3,000	2,800	15	12.2	2011
2012	10,000	8,532	15	11.96	3,000	2,496	15	10.5	2012
2013	10,000	8,654	15	12.3	3,000	2,210	15	11	2013

Figure: 1.12 PRODUCTION OF YAM AND CASSAVA CONT.

Production of Yam and Cassava Cont.



- The average yield for yam increases for all the years (2010-8.1mt/ha. 2011-9.3, 2012-11.96, 2013-12.3), likewise the area under cultivation.
- These could be that, farmers are adopting good agricultural practices or favorable weather conditions.

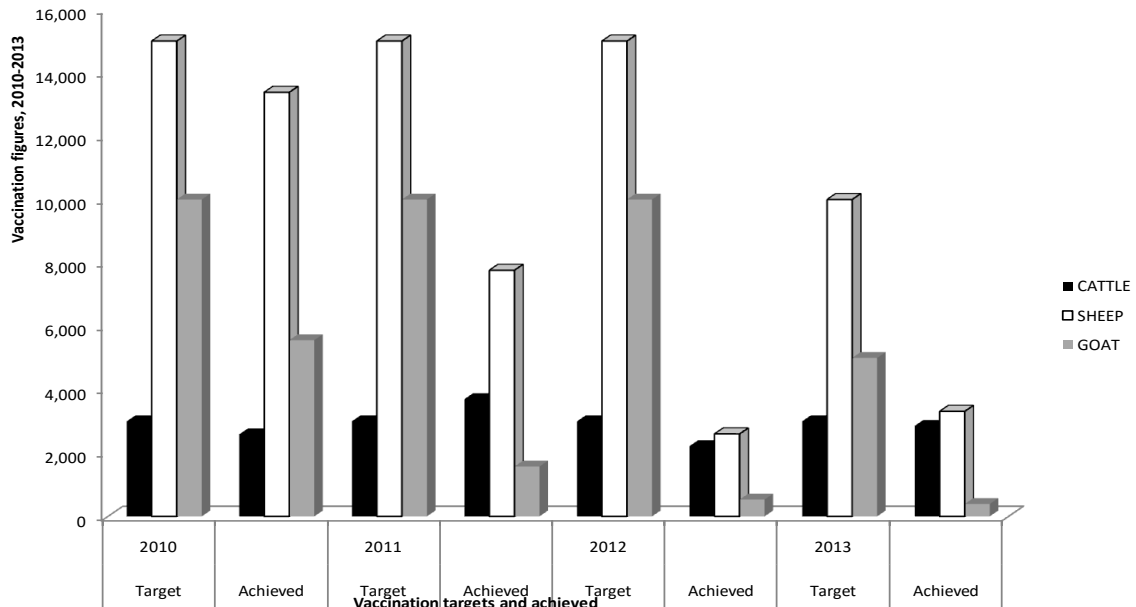
Table: 1.7 VACCINATION OF ANIMALS

Vaccination of Animals

	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved
	2010		2011		2012		2013	
CATTLE	3,000	2,590	3,000	3,701	3,000	2,218	3,000	2,856
SHEEP	15,000	13,384	15,000	7,768	15,000	2,602	10,000	3,314
GOAT	10,000	5,561	10,000	1,573	10,000	530	5,000	390

Figure: 1.13 VACCINATION OF ANIMALS

Vaccination of Animals



- Vaccinations figures during the period under review (2010-2013), there is no significant difference for cattle vaccinations except 2011 where the target was exceeded.
- These could be attributed to the fact that more returns are being made from cattle or is easy to control them due to the size. More cattle become healthy and safe for consumption. Death rate has also reduced. Hence incomes of these farmers have increased.
- However, vaccinations experienced a decline for Sheep and goats with significant differences for all the years in comparisons.

Livestock Development Project (LDP) Activities

- 1,200 Credit in-kind sheep were received in 3 batches, from May, 2010- February 2011.
- These were distributed to 120 beneficiaries comprising of 94 males and 26 females.
- These packages has increased the sheep population and made a lot the farmers to be able to pay their ward fees and buy agriculture inputs.

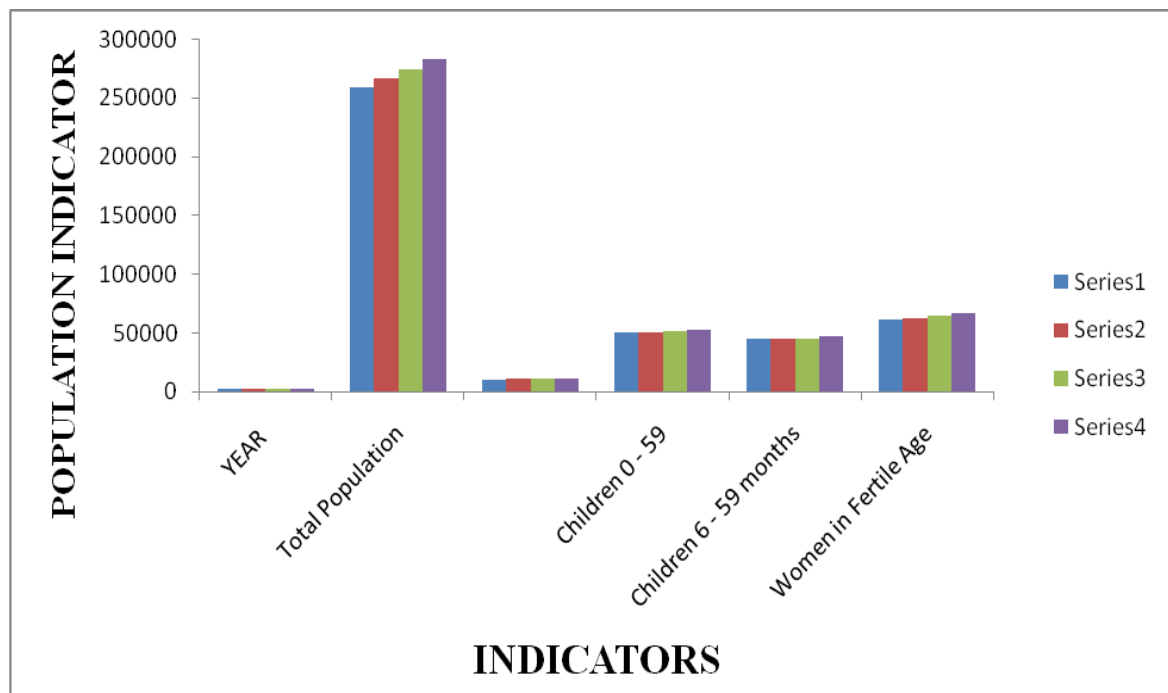
Table 1.8 METROPOLITAN HEALTH DIRECTORATE

METROPOLITAN HEALTH DIRECTORATE

Population Indicators

YEAR	2010	2011	2012	2013
Total Population	259,946	267,484	275,240	283,222
Expected Pregnancies/deliveries/Children 0-11months	10,398	10,699	11,010	11,329
Children 0 – 59	50,260	50,473	50,919	52,396
Children 6 - 59 months	44,826	45,017	45,415	46,732
Women in Fertile Age	61,087	62,859	64,681	66,557

Figure 1.14 METROPOLITAN HEALTH DIRECTORATE



- The expected pregnancies/deliveries/children between 0-10 months were 10,396 in 2010 which increased to 10,699 in 2011. There was a further increment from 10,699 in 2011 to 11,010 in 2012. 2013 recorded 11,329 cases.
- There were 50,260 children between the ages of 0-59 months in 2010 with an increment from 50,260 in 2010 to 50,473 in 2011 and a further increment to 50,919 in 2012. 2013 saw a decrease in the figure from 50,919 in 2012 to 52,396 in 2013.
- There were 44,826 children between the ages of 6-59 months in 2010 with a decrease from 44,826 in 2010 to 45,017 in 2011. 2012 recorded 45,415 cases of children between those ages with an increment in the number to 46,732 in 2013.

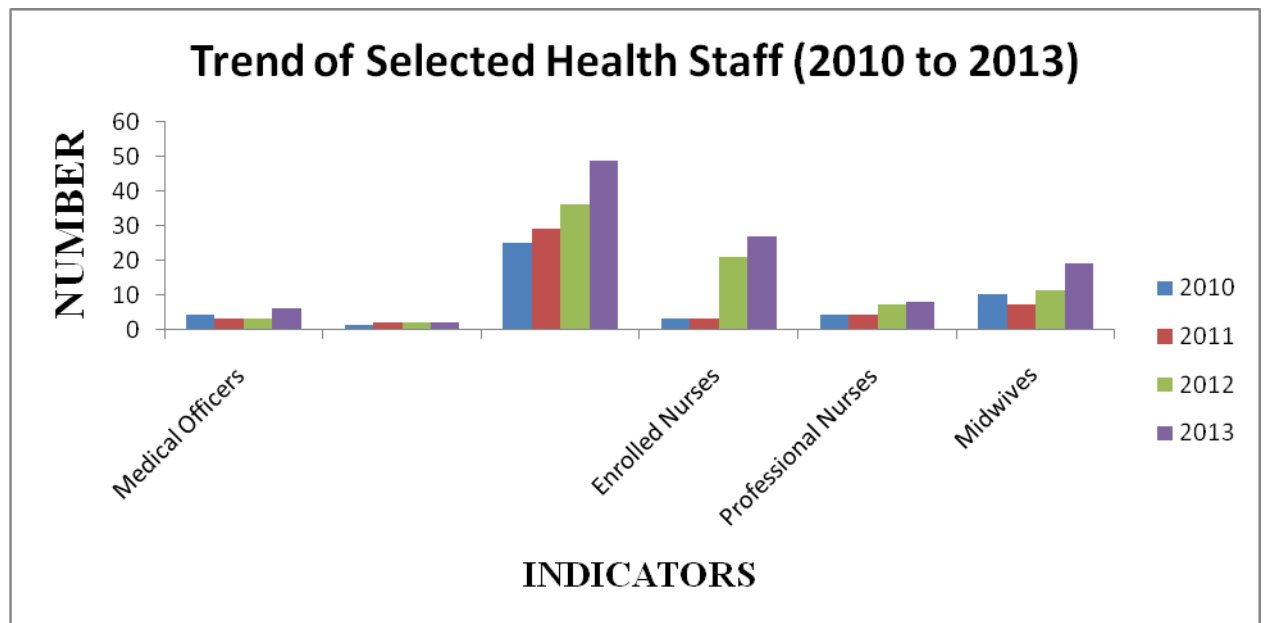
- There were 61,087 women in the fertile age group in 2010 which rose to 62,839 in 2011. Again, there were 64,681 women in their fertile age group in 2012 which reduced to 66,557 in 2013.

Table 1.9 TREND OF SELECTED HEALTH STAFF

Trend of Selected Health Staff (2010 to 2013)

Category	2010	2011	2012	2013
Medical Officers	4	3	3	6
Physician Assistant-Medical	1	2	2	2
Community Health nurses	25	29	36	49
Enrolled Nurses	3	3	21	27
Professional Nurses	4	4	7	8
Midwives	10	7	11	19
Psychiatry Nurses	2	2	3	7

Figure 1.15 TREND OF SELECTED HEALTH STAFF



- The staff strength of nurses had increased. However, the MHD biggest challenge is lack of supporting staff in the following categories:
 - Drivers
 - Security/watchmen
 - Orderlies
 - Finance/account officers
- From the table above, there were 4 medical officers in 2010 as against that of 3 in 2011 and 2012 while in 2013 there were 6 medical officers. This implies that the

number of medical officers reduced from 4 in 2010 to 3 in 2011 and 2012. The same numbers of medical officers were maintained in 2011 and 2012 which increased from 3 in 2012 to 6 in 2013.

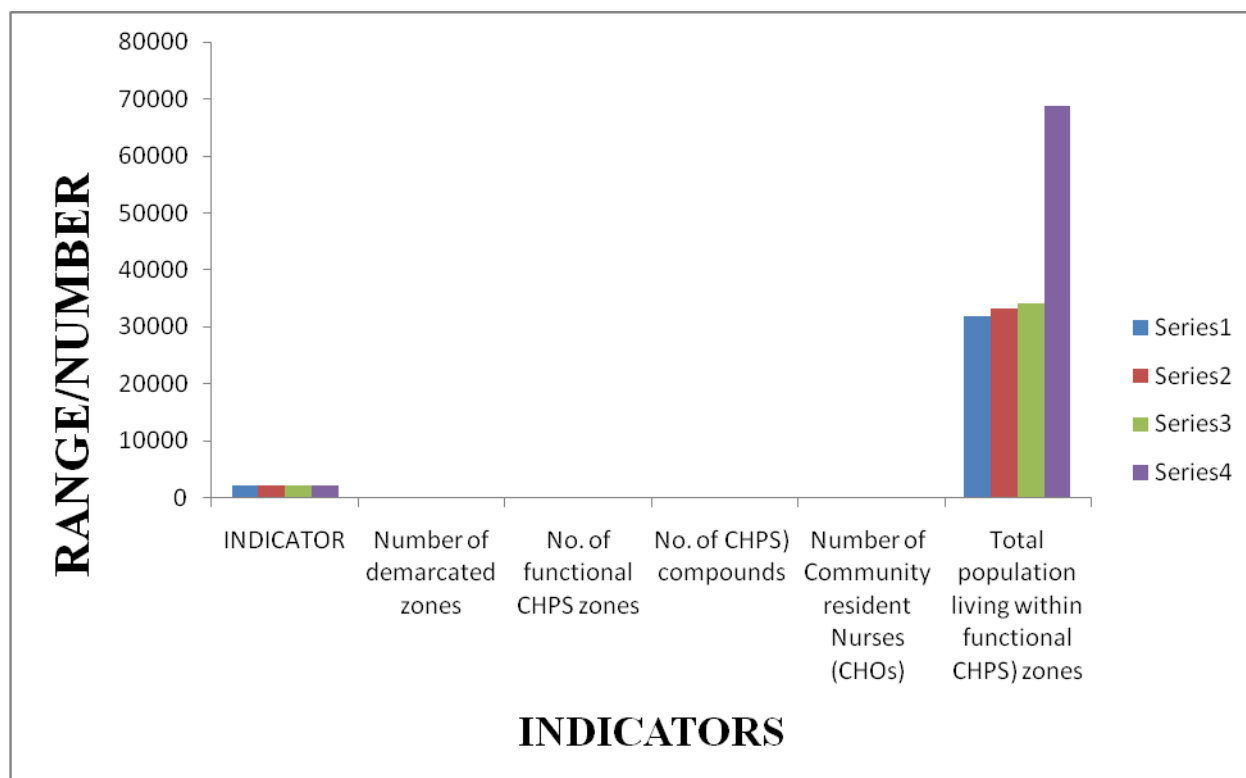
- There was only 1 physician medical assistants in 2010 with 2011 to 2013 having only 2 physician medical assistants. This implies that the number increased by only 1 from 2010 to 2013 with the number not increasing or decreasing for these years.
- There were 25 community health nurses in 2010 as against that of 29 in 2011 with 2012 recording only 36 community health nurses as against that of 49 in 2013. This implies that, the number of community health nurses increased from 25 in 2010 to 29 in 2011 with a further increase from 29 in 2011 to 36 in 2012. 2013 recorded 49 community health nurses meaning that there was an additional 13 nurses to that of the 36 community health nurses of 2012 making it 49 in 2013.
- There were 3 enrolled nurses in 2010 and 2011 as against the 21 enrolled nurses in 2012. 2013 had 27 enrolled nurses. This implies that the same numbers of nurses were enrolled in 2010 and 2011 with a further addition of 18 nurses to the 3 number of enrolled nurses in 2010 and 2011 making them 21 enrolled nurses in 2012. The number of enrolled nurses increased from 21 in 2012 to 27 in 2013 with a further additional 6 nurses.
- There were 6 professional nurses in 2010 and 2011 as against the 7 professional nurses in 2012 with 2013 having 8 professional nurses. This implies that, there was an increase in the number of nurses from 6 in 2010 and 2011 to 7 in 2012. The number again increased from 7 in 2012 to 8 in 2013.
- There were 10 midwives in 2010 which reduced to 7 in 2011 and then increased again to 11 in 2012 with a further increment to 18 in 2013.
- There were 2 psychiatry nurses from 2010 to 2011. This implies that the same number was maintained for the two years with no new addition or transfer. There were 3 psychiatry nurses in 2012, meaning that, an additional 1 nurse was added to the existing 2 with 2013 recording the highest number of psychiatry nurses. This also implies that 4 more nurses were brought on board to fill the vacuum/void created.

Table 1.10 CHPS Compounds

INDICATOR	2010	2011	2012	2013
Number of demarcated zones	37	37	37	15
No. of functional CHPS zones	5	6	5	6
No. of CHPS) compounds	6	6	6	6
Number of Community resident Nurses	5	6	5	0

(CHOs)				
Total population living within functional CHPS) zones	31,797	33,069	34,028	68,810
Number of OPD seen and treated by the CHOs	933	1052	526	505

Figure 1.16 CHPS



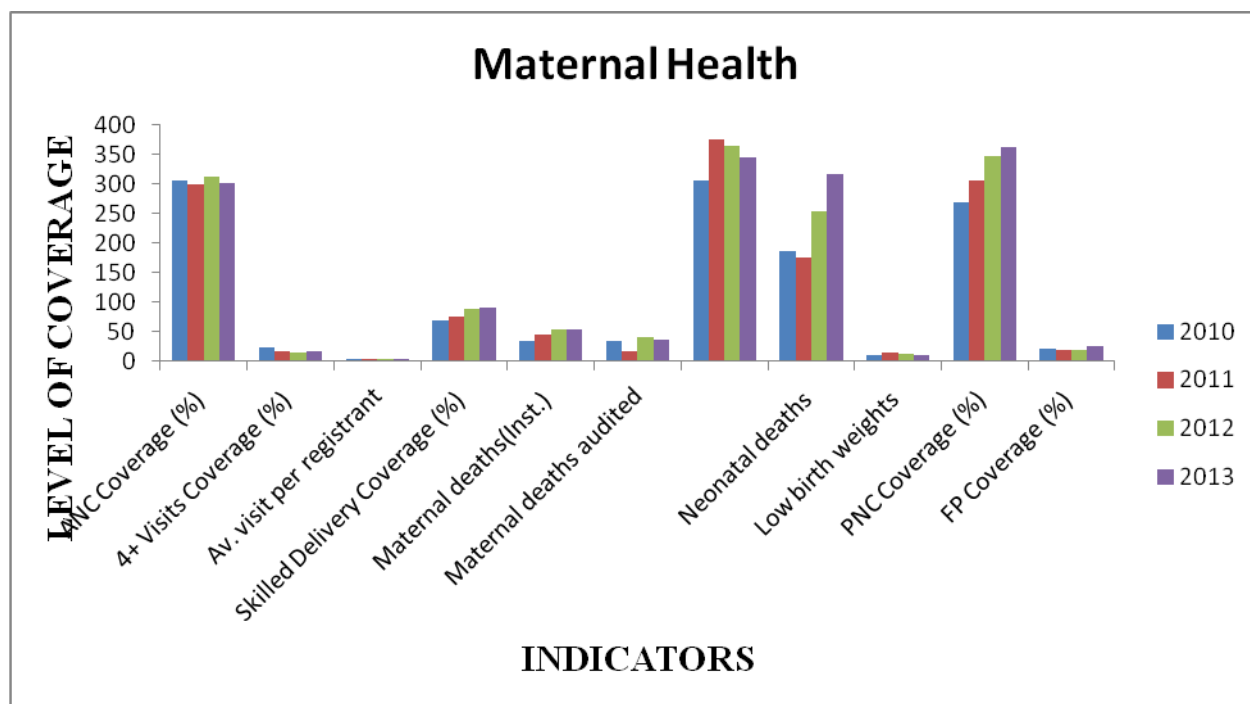
- From the table and graph above, the number of demarcated CHPS zones was 37 in 2010 to 2012 which drastically reduced to 15 in 2013. This implies that the number of demarcated CHPS zones did not increase from 2010 to 2012 but rather reduced to 15 in 2013.
- The numbers of functional CHPS zones were 5 in 2010 which increased to 6 in 2011 and again reduced to 6 in 2012 with an upsurge to 6 in 2013. This implies that, the numbers of functional CHPS zones in the metropolis were fluctuating in-between these years.
- The numbers of CHPS compounds were six throughout 2010 to 2013 with no addition or increment.
- The numbers of community resident nurses were 5 in 2010 and 6 in 2011 which then reduced to 5 in 2012 with no community resident nurse being recruited in 2013.

- There were 31,797 persons out of the total population living within functional CHPS zones in 2010 which reduced to 33,069 in 2011. 2012 saw an increase in the number of people living within these functional community CHPS zones to 34,028 with a further increase from 34,028 in 2012 to 68,810 in 2013.
- There were 933 number of OPD patients treated and seen in 2010 which increased to 1,052 in 2011 which then again reduced to 526 in 2012 with a further depreciation in 2013 to 505.

Table 1.11 MATERNAL HEALTH

Indicator	2010	2011	2012	2013
ANC Coverage (%)	306.1	298.9	312.5	301.3
4+ Visits Coverage (%)	22.5	17.7	13.8	16.3
Av. visit per registrant	3.8	4.1	4.2	3.7
Skilled Delivery Coverage (%)	68.9	75.6	88.0	91.5
Maternal deaths(Inst.)	34	45	53	53
Maternal deaths audited	34	16	41	36
Institutional Maternal mortality Ratio (per 1000 live births)	305	375.9	364.3	344.1
Neonatal deaths	186	176	253	317
Low birth weights	9.8	14.9	11.8	9.8
PNC Coverage (%)	268.8	306.6	346.1	361.3
FP Coverage (%)	20.5	18.8	18.5	24.9
IPT 1 Coverage (%)	64.2	69.6	71.3	64.7

Figure 1.17 MATERNAL HEALTH



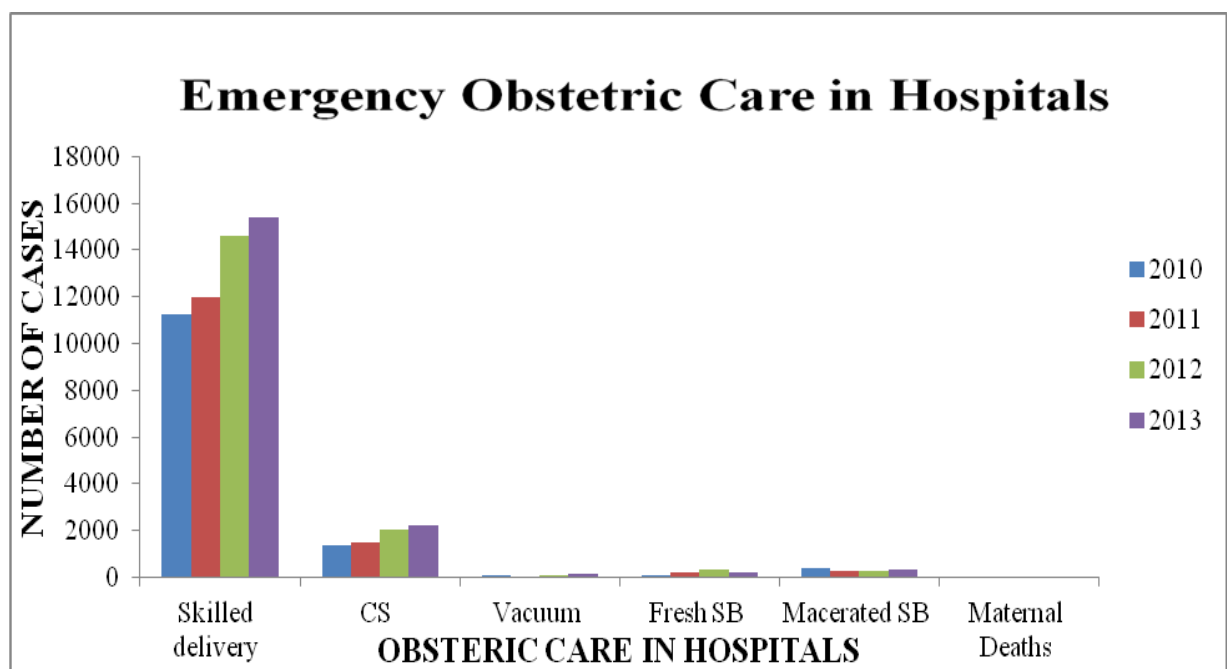
- From the graph and table above, the ANC coverage for 2010 was 306.1% which reduced to 298.9% in 2011 and rose again to 312.5% in 2012 with a further reduction to 301.3%.
- The 4+ visits coverage for 2010 was 22.5% in 2010 which reduced to 17.7% in 2011 with a further reduction to 13.8% in 2012 and an increased to 16.3% in 2013.
- The Average visits per registrant 3.8% in 2010 rose to 4.1% in 2011 with a further increase to 4.2 in 2012 and a decrease to 3.7% in 2013.
- The skilled delivery coverage was 68.9% in 2010 which increased to 75.6% in 2011 with a further rise in percentage to 88.0% in 2012 which again increased to 91.5% in 2013.
- The institutional maternal deaths were 34% in 2010 and rose to 45 % in 2011 with a further rise in percentage to 53% in 2012 and 2013.
- The maternal deaths audited were 34% in 2010 which reduced to 16% in 2011 and then rose again to 41% in 2012 with a reduction again to 36% in 2013.
- The institutional maternal mortality ratio (per 1000 live births) was 305 in 2010 which rose to 375.9 in 2011 and then reduced again to 364.3 in 2012 with a further reduction to 344.1 in 2013.
- Neonatal deaths were 186 in 2010 which reduced to 176 in 2011 and again increased to 253 in 2012 with an additional increase to 317 in 2013.
- Low birth rates were 9.8% in 2010 which increased to 14.9% in 2011 with a reduction in percentage 11.8% in 2012 and then reduced again to 9.8% in 2013.

- The FP coverage was 20.5% in 2010 which reduced to 18.8% in 2011 with a further reduction to 18.5% in 2012 and a rise in percentage to 24.9% in 2013.
- The IPT 1 coverage was 64.2% in 2010 which increased to 69.6% in 2011 with a further increment to 71.3% in 2012 which then reduced to 64.7% in 2013.
- The IPT 2 coverage was 55.0% in 2010 which increased to 62.1% in 2011 with a further increment to 64.4% in 2012 which then reduced to 59.2% in 2013.
- The IPT 3 coverage was 39.5% in 2010 which increased to 50.4% in 2011 with a further increment to 51.8% in 2012 which then reduced to 49.2% in 2013.

Table 1.12 Emergency Obstetric Care in Hospitals

Indicator	2010	2011	2012	2013
Skilled delivery	11268	11997	14580	15379
CS	1365	1485	2050	2212
Vacuum	79	48	96	137
Fresh SB	79	237	310	202
Macerated SB	397	289	255	333
Maternal Deaths	34	45	53	53

Figure 1.18 Emergency Obstetric Care in Hospitals



- From the figure and table above, skilled delivery among women was 11,268 in 2010 which increased to 11,997 in 2011. This implies that, there was an additional 729 skilled delivery births to the previous figures among women from 2010 to 2011. In 2012, the number of skilled delivery births among women was 14,580 which

increased to 15,379 in 2013. This also implies that, there was an additional 799 skilled delivery births to the previous figures among women from 2012 to 2013.

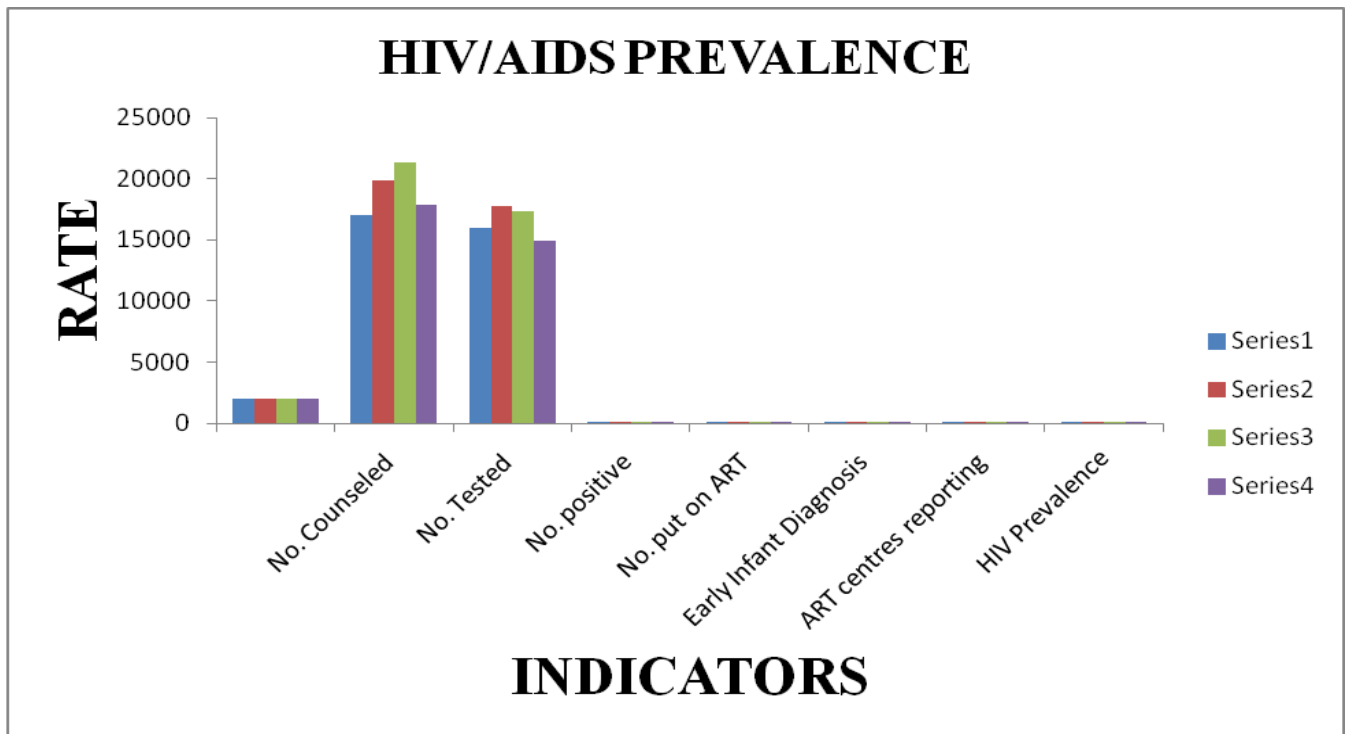
- Caesarian Section births among women were 1,365 in 2010 which increased to 1,485 in 2011. This means that, the number of caesarian section births among women increased by 120 from 2010 to 2011. In 2012, the number of caesarian section births was 2,050 which increased to 2,212 in 2013. This implies that there was an additional 162 caesarian section births to that of 2012 leading to the rise in 2013.
- Vacuum births was 79 in 2010 which reduced to 48 in 2011 with a further rise in 2012 to 96 in 2012 which immensely increased to 137 in 2013. This implies that, there was a sharp rise from 2011 to 2013.
- Fresh SB was 79 in 2010 which moved up to 237 in 2011 and again increased to 310 in 2012 with a reduction in 2013 to 202. This implies that, there was a rise in Fresh SB from 2010 to 2012 with a sudden reduction in 2013.
- Macerated SB was 397 in 2010 which decreased to 289 in 2011 and again reduced to 255 in 2012 and a sudden rise in 2013 to 333. This implies that, there was a reduction in the figures recorded from 2010 to 2012 and a rise in 2013.
- The amount maternal deaths recorded in 2010 were 34 which shot up to 45 in 2011 with an up rise to 53 in 2012 and 2013. This implies that the rate of maternal deaths was stable within the last two periods recording the same death rates.

1.4 CAUSES OF MATERNAL DEATHS

Table 1.13 HIV/AIDS PREVALENCE

Indicator	2010	2011	2012	2013
No. Counseled	17,063	19,805	21,365	17,869
No. Tested	16,023	17,780	17,351	14,964
No. positive	131	121	117	83
No. put on ART	101	136	118	82
Early Infant Diagnosis	48	62	52	33
ART Centres reporting	3	3	3	3
HIV Prevalence	1	0.4	1.6	0.55

Figure 1.19 HIV/AIDS PREVALENCE

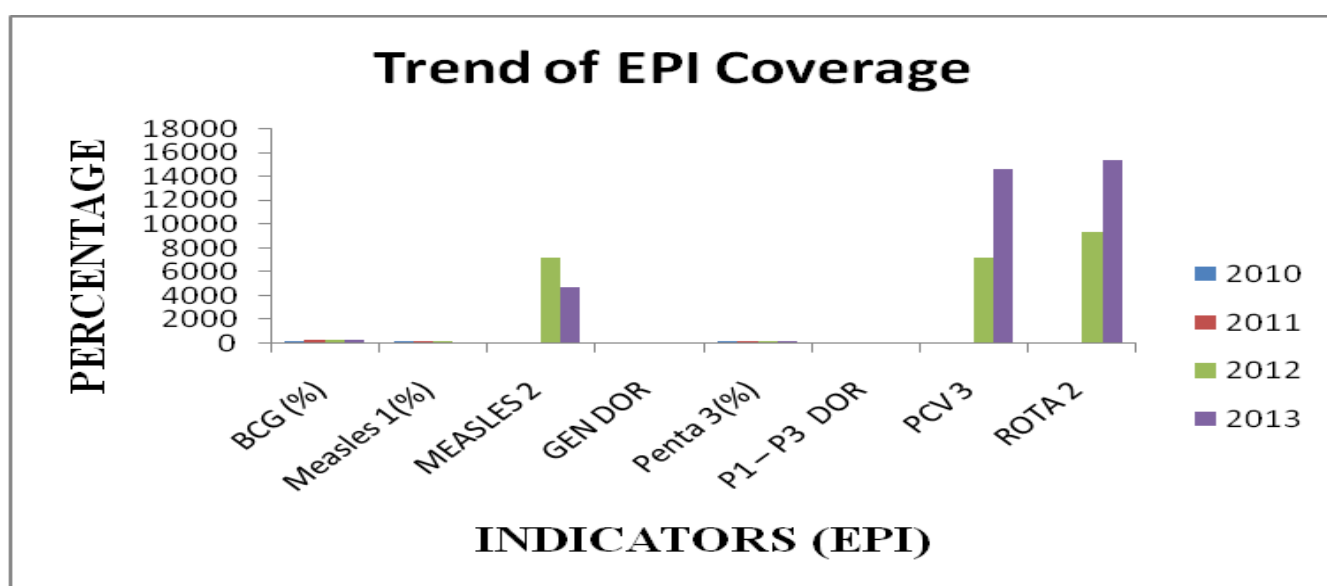


- From the bar graph and table above, the number of HIV/AIDS people counseled in 2010 was 17,063 which increased to 19,805 in 2011 with a further rise to 21,365 in 2012 and a reduction to 17,869 in 2013.
- The number of people tested for HIV/AIDS in 2010 was 16,023 which increased to 17,780 in 2011 with a reduction in 2012 to 17,351 and a further reduction to 14,964 in 2013.
- The number of people tested positive with HIV/AIDS in 2010 was 131 which reduced to 121 in 2011 with a further reduction to 117 in 2012. It again reduced from 117 in 2012 to 72 in 2013.
- The number of people being put on the ante retroviral test drug in 2010 was 101 which increased to 136 in 2011. In 2012, it reduced to 118 with a further reduction to 82 in 2013.
- Number of early infant diagnosis in 2010 was 48 which increased to 62 in 2011 with a further reduction in 2012 to 52. Again, it reduced from 52 in 2012 to 33 in 2013.
- The numbers of ART Centers Reported Cases from 2010 to 2013 were 3.
- The HIV/AIDS prevalence rate in 2010 was 1% which reduced to 0.4% in 2011 which then again increased to 1.6% in 2012 with a reduction in 2013 to 0.55%

Table 1.14 TREND OF EPI COVERAGE: 2010 – 2013

Indicators	2010	2011	2012	2013
BCG (%)	266.4	319.3	351.9	294.1
Measles 1(%)	241.9	213.1	230.0	164.3
MEASLES 2	0	0	7280	4755
GEN DOR	9.2	33.2	34.6	44.1
Penta 3(%)	247.6	221.1	227.5	186.3
P1 – P3 DOR	4.7	9.6	9.6	11.5
PCV 3	0	0	7270	14628
ROTA 2	0	0	9395	15415

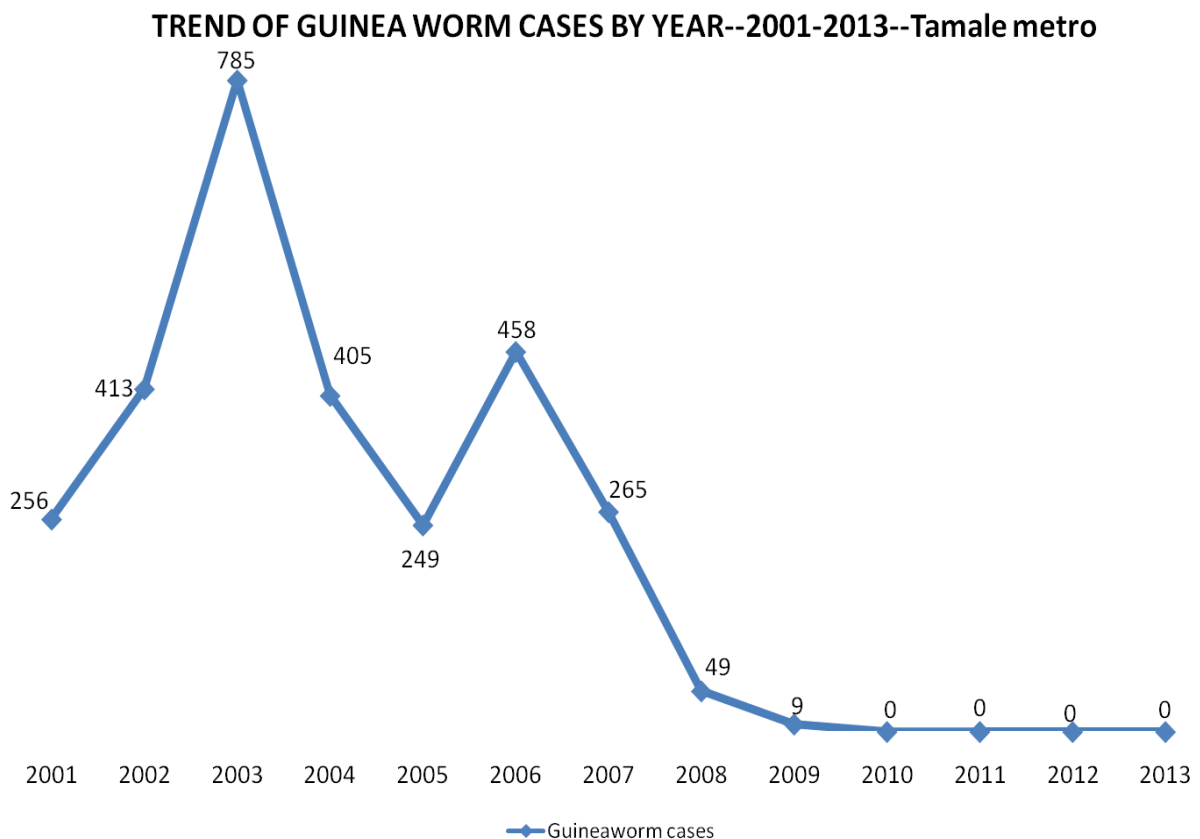
Figure 1.20 TREND OF EPI COVERAGE



- From the bar graph and table above, the EPI coverages from 2010 to 2013 ranged from BCG which recorded a percentage of 266.4% in 2010 which increased to 319.3% in 2011 with a further increase in percentage to 351.9% in 2012 which again reduced to 294.1% in 2013.
- Measles 1 recorded a percentage of 241.9% in 2010 which reduced to 213.1% in 2011 with a further rise in percentage to 230.0% in 2012 and a reduction in 2013 to 164.3% in 2013.
- Measles 2 also recorded 0 cases in 2010 and 2011. This means that, there was no measles 2 cases recorded for these years. The number of cases recorded in 2012 was 7,280 with a reduction in the number of cases to 4,755 in 2013.
- The percentage rate of GEN DOR for 2010 was 9.2% and in 2011 it was 33.2%. This means that, the percentage rate increased from 2010 to 2011. The percentage rate for 2012 was 34.6% with 2013 recording a percentage rate of 44%.

- Penta 3 recorded a percentage rate of 247.6% in 2010 which reduced to 221.1% in 2011 which again increased to 227.5% in 2012 and a reduction to 186.3% in 2013.
- P1-P3 DOR coverage ranged from 4.7% in 2010 to 9.6% in 2011 and 2012 which again decreased to 11.5% in 2013. This implies that, the P1-P3 DOR coverage increased in terms of percentage from 2010 to 2011 and 2012 and again decreased in 2013.
- ROTA 2 recorded no cases in 2010 and 2011 with 9,395 cases recorded in 2012 with an upsurge to 15,415 cases in 2013. This implies that, there were no cases recorded between 2010 and 2011. The number of cases recorded increased from 9,395 in 2012 to 15,415 in 2013 implying that there was a massive increment from 2012 to 2013.
- PCU 3 also recorded no cases in 2010 and 2011 with 7,270 cases recorded in 2012 and 14,628 cases recorded in 2013.

Figure 1.21 GUINEA WORM ROAD TO ERADICATION (2001-2013)



From the bar graph above, it can be seen that most Guinea worm cases occurred within the periods between 2001 to 2009 with the period under review (2010 to 2013) recording no guinea worm cases. The number of TB cases recorded in 2001 was 256 which rose up to 785 in 2003 which then again reduced to 249 in 2005 rising up again to 458 in 2006 with a slump

in the number of cases recoded to 49 in 2008 and then drastically reducing to 9 in 2009. This was due to various interventions put in place to help tackle the epidemic in its eradication.

Table 1.15 NUMBER OF TB CASES REPORTED (2009 –2013)

Year	No. of Cases	Total population	Rate per yr.
2009	112	377,165	30/100,000
2010	145	388,104	38/100,000
2011	18	406696	4/100,000
2012	26	393202	7/100,000
2013	53	283222	19/100,000

1.3 PROFILE OF TAMALE METROPOLITAN ASSEMBLY

The Tamale Metropolitan Assembly was established by legislative instrument (L.I. 2068). At present, it is one of the six Metropolitan Assemblies in the country and the only Metropolis in the three Northern regions of Ghana namely: the Upper East, Upper West and Northern regions. Tamale is the District as well as the Regional capital of the Northern Region.

1.3.1 Location and Size

The Tamale Metropolis is one of the 26 districts in the Northern Region. It is located in the central part of the Region and shares boundaries with the Sagnarigu District to the North-West, Mion District to the East, East Gonja to the South and Central Gonja to the South West.

Tamale is strategically located in the Northern Region and by this strategic location, the Metropolis has a market potential for local goods from the agricultural and commercial sectors from the other districts in the region and the southern part of Ghana. By its location, the Metropolis stands to gain in trade from some neighbouring West African countries such as Burkina Faso, Niger, Mali and Togo. The Metropolis has a total estimated land size of 646.9sqkm (2010 PHC Report). Geographically, the Metropolis lies between latitude 9°16 and 9° 34 North and longitudes 0° 36 and 0° 57 west.

There are a total of 116 communities in the Metropolis of which 41 (35%) are urban communities, 15 (13%) being peri-urban and 60 (52%) of them being rural in nature. The rural parts of Tamale are the areas where land for agricultural activities is available to a large extent and serve as the food basket for the Metropolis. However these communities still lack basic social and economic infrastructure such as good roads, school blocks, hospitals, markets and recreational centers.

1.3.2 GEOPHYSICAL FEATURES OF THE TAMALE METROPOLIS

The Geophysical features of the Metropolis comprise the topography, relief, climate, drainage patterns, soil and vegetation of the area.

Relief and Climate

Generally, the Metropolis is located about 180 metres above sea level with some few isolated hills. This topography is suitable for the construction of roads, expansion of electricity and general building works in the area.

Rainfall

The Metropolis receives a single rainfall pattern in a year. This implies that for effective agricultural production the area should consider irrigation facilities that would enable farming activities to be conducted throughout the year.

Temperature

Daily temperature in the Metropolis varies from season to season. While in the rainy season there is high humidity, slight sunshine with heavy thunder storms, the dry season is characterized by the dry North-East trade winds (the Harmattan) from November- to February and high sunshine from March-May. This climatic feature is a potential for the preservation industry that could use the sunshine as a natural preservative. Another potential area that is left untapped is the artificial parks and gardens. The high sun rays is a potential for the Metropolis to build swimming pools and parks for both children and adults to relax during the excessive sunshine period. By this, most families would be able to enjoy good family reunion during the weekends and holiday periods while the Assembly would make the needed revenue from this for the development of the area.

Drainage

The Metropolis is poorly endowed with water bodies. The only natural water systems are a few seasonal streams which have water during the rainy season and dries up during the dry season.

All these streams have their headwaters from Tamale which is situated on a higher ground. Aside this, some artificial dams and dug-outs have been constructed either by the individual community members or by Non-Governmental Organisations in the Metropolis. Two of such dams are the Builpela and Lamashegu dams. These dams and dug-outs serve as watering sources for animals as well as for domestic purposes.

Despite this poor drainage situation, the Metropolis still has the potential for irrigation schemes. For instance the Pagazaa stream has a potential for agricultural production if it could be dammed for irrigation purposes.

Water

The Metropolis enjoys frequent water supply from the Dalun and the Nawuni Water Treatment Plants. The main water system in the Metropolis is pipe borne water which is rationed and managed by the Ghana Water Company Limited in urban Tamale. Urban communities that have difficulty with water supply may have a problem with old pipe lines structure or those located on high land areas. The Ghana Water Company Limited supplies over 45,000 cubic meters daily. Sachet water firms have therefore taken advantage of this opportunity to establish plants to utilize this resource in the area which is also creating employment opportunities for the youth. Other water facilities are town water systems, mechanized bore holes and wells.

Vegetation

The Metropolis lies within the Savannah Woodland Region in the country. The trees in this part of the country are short scattered wood lots. Major tree types are the Dawadawa, Nim, Acacia, Mahogany, and Baobab among others. There are naturally grown tall grasses during

the rainy season that are used to make the “Zanamat”, (a type of local mat for roofing and also for fencing) in the Metropolis. The making of the Zanamat by some farmers during the dry season reduces the rural migration levels of the youth from the rural areas to urban centers. The only important economic tree is the Shea tree which has gained international recognition. The picking, processing and marketing of the Shea nuts has engaged thousands of households in Shea nut activities in the area. This activity has also contributed in employing the youthful population in the Metropolis thereby increasing household incomes and reducing poverty levels of the people. Cashew is also grown in the Metropolis.

There are two main forest reserves in the central part of the Metropolis namely the Nyohini and Agric Forest Reserves; however, these are being encroached upon by private developers (food bars, petty traders and other businesses). The Forestry Services Commission which has the oversight responsibility to ensure effective management of these reserves is saddled with the problem of personnel and financial resources to manage these areas. While these forest reserves are encroached upon and are being used for commercial activities, majority of the population use these areas as an open place for defecation thereby increasing basic sanitation hazards in the Metropolis. This phenomena calls for effective forest reserves management and the need for private investors to acquire these areas and ensure that economic activities are being implemented such as picnics and holiday inns in these areas.

Soil

The main soil types in the Metropolis are sandstone, gravel, mudstone and shale that have weathered into different soil grades. Due to seasonal erosion, soil types emanating from this phenomenon are sand, clay and laterite ochrosols. The availability of these soil types have contributed to rapid real estate development in the area where estate developers have resorted to the use of local building materials such as sea sand, gravel and clay.

1.3.3 DEMOGRAPHIC FEATURES

Historically, the Northern Regions of the country had vast land cover with smaller population sizes. This area begun experiencing high population growth after other people from other areas such as the the Asantes, the Ewes and other tribes migrated from other areas to settle there. Also the natural population growth in this part of the country has been high over the years. From the 2010 PHC, the population of the Tamale Metropolis is 223,252 with 111,109 (49.7%) males and 112,143 (50.2%) females. This implies that there are more females than males in the Metropolis. The proportion of the total population living in the urban areas is (80.8%) and that of the proportion living in rural areas is (19.1%), meaning that most of the people in the metropolis live in the urban as compare to the percentages of those living in the rural areas. The Tamale Metropolis is therefore the only district in the Region which is predominantly urban. This implies that the Metropolis could be a growth pole for the three northern regions attracting both population and economic development in the area. This is also a potential for labour (skilled, semi and unskilled) for industry.

Age-dependency

The age-dependency ratio is the ratio of persons in the “dependent” ages (those under age 15 and age 65 and older) to the working-age population (15 to 64 years). The age-dependency ratio is often used as an indicator of the economic burden the productive portion of the population must carry. Areas with very high birth rates usually have the highest age-dependency ratios because of the large proportion of children in the population. The higher this ratio is, the more people a potential worker is assumed to be supporting and the vice-versa.

The dependency ratio for male in the Metropolis is 70.2, while that of female is 68.5 indicating that there are more male dependents than females in the Metropolis. In the rural area, the dependency ratio (86.5) is higher than the urban area (65.7) meaning that there is more dependent population in rural areas than the urban centers.

Fertility

Fertility refers to the number of live births a woman has ever given to in her life time. The analysis is based on the birth histories of women age 15-49. A measure of fertility is important in determining the size and structure of the population. Table 1.4 indicates the distribution of total fertility rate, general fertility rate and crude birth rate for the Northern Region. The fertility rate for the Tamale Metropolis is 2.8 children per woman age 15-49 years, and this is lower than the regional average of 3.54. This means that a woman in the age group 15-49 living in the Metropolis would have, on the average, 2.8 children by the end of her reproductive period age.

Housing

The major types of dwellings in the Metropolis have not changed since the last census period. There are however, four main types of dwelling units in the Metropolis. These are the separate isolated houses (Self Contained), the semi-detached houses, separate room (s) within a compound usually with common cooking and toilet facilities, and several huts or buildings within a common compound. These dwellings are identical of certain communities in the Metropolis.

The self contained buildings are associated with the professional class of teachers, nurses and others in the banking and NGOs communities. Majority of the population are also living in what is termed the compound house structures where toilet, bath and kitchen structures are shared by two or more families within the compound. These are largely privately constructed for renting to the general population. The Metropolis currently has a deficit in the housing stock because of government’s inability to provide affordable houses. The individual private landlords therefore take this advantage to extract huge monies from tenants. There is a high market for real affordable housing units for the high population in the formal sector. There is therefore the need for government and private sector intervention in the provision of housing units to meet the demand of the growing population. The huts roofed with thatch buildings are commonly used in the rural communities in the Metropolis.

The housing situation is gradually improving as Water and Sanitation for Africa an NGO in collaboration with the Tamale Community Cooperative Credit Union (TCCCU) with facilitation from the Metropolitan Assembly is constructing affordable houses numbering over 200 units in Lahagu and Jerigu communities in the Eastern part of the Metropolis (along Tamale-Salaga road).

1.3.4 Socio-Cultural Characteristics

Religious Affiliation

Majority (90.5%) of the population in Tamale Metropolis is Muslim and followed by Christians. About (0.2%) has no religious affiliation. Among the Christians, the Catholics have the highest proportion of 3.0 percent; follow by Pentecostal/Charismatic (2.4%) and Protestants (2.4%). The proportion of traditionalist in the Metropolis is (0.3%).

There are a number of religious leaders who apart from spreading the message of Islam work to educate people on moral uprightness. Notable places of Islamic propagation include the Central mosque and the Ambariya mosques.

Ethnicity

The Metropolis is occupied by diverse ethnic and tribal groups with dagombas being the traditional occupants of this area. More than 80% of the people living in the Metropolis are dagombas. Other tribal groups include the Gonja, Mamprusi, Nanumba, Konkomba, Asantes, Ewes, Hausa and some other minorities. This composition is important for inter tribal cooperation which is required for peace and development in the Metropolis.

Traditional Administration

The Metropolis is being administered by a number of key traditional rulers including the Dakpema, the Gulkpe naa, the Lamashe naa and the Banvim lana. Other sub-chiefs together with some opinion leaders support the traditional administration in the Metropolis.

1.3.5 Occupation

The occupation with the highest population in the Metropolis is service and sales workers (33.0%). This is followed by those in the craft and related trades workers (21.5%). The proportion of the employed persons engaged in skilled agriculture, forestry and fishery is (17.6%). There are more males compared to females in almost all the occupations with the exception of service and sales (16.5%) for males and a large proportion (50.3%) for females. Also there are more females (11.3%) than males (6.1%) in the elementary occupations.

Industry

Wholesale and retail; repair of motor vehicles and motorcycles has the highest employed population (33.4%) with (22.1%) being male and (45.4%) female. Agriculture, forestry and fishing workers are the next major occupation in the Metropolis with a proportion of 18.2 percent of both sexes and with (24.4%) males and (11.8%) female. The next occupation that follows is manufacturing (12.5%), employing (12.1%) males and (12.9%) females. Wholesale, agriculture and retail and manufacturing account for 64.1 percent of the industrial base of the Metropolis.

Employment Sector

Employment sector refers to the sector in which a person works. The sectors covered in the census were public, private informal, private formal, semi-public/parastatal, NGOs and International organizations.

Out of the total employed population of 83,229 persons, 11.3 percent are in public (government) sector while 83.2 percent are in private informal sector. A few persons are in NGOs (local and international) constituting 0.5 per cent. In the private informal sector, 76.5 per cent are males while 90.2 percent are females. Semi-public/parastatal has a negligible percentage of 0.1.

Market facilities

There are five functional markets in the Metropolis namely: the Tamale Central Market, Aboabo, Kalpohini, Kuku and Lamashegu markets. There are however other satellite markets in other communities. While the Central market is currently occupied with mini shops and stalls, efforts are being made to upgrade the market with modern facilities and more stores, to be able to meet the demands of the informal sectors. The Assembly would then be in a position to make the needed revenue for development.

The Central Business District (CBD) is also fast developing with the springing up of modern super market activities. There is however an uncompleted modern super market block that was under construction during the 1970s but has been abandoned due to lack of financial resources. This facility when completed would provide space for offices, stores and shopping space for businesses. This would also assist in taking most of the traders off the street and other open spaces in the CBD area of the Metropolis. Fortunately, Government of Ghana has provided funds this year for the completion of this market by the end of 2015. Other structures would be constructed as part of this project to provide more stores for the traders.

Figure 1.22 Abandoned Tamale Super Market at Aboabo



Sanitation

The Assembly has an abattoir located at Shishegu. This abattoir has the capacity of generating waste for bio-gas. Aside this facility is the landfill site that collects over 250 tons of waste daily. A digester and a recycling plant would be a solution to utilize this waste for economic gains within the Metropolis and other neighbouring districts in the region. The Abattoir has been put for rehabilitation under the Ghana Urban Management Pilot Project with funding from the French Agency for International Development (AfD).

There is also a landfill site at Gbalahi which is a huge potential for the generation of not only bio-gas but also for generation of fertilizer which could be very useful to farmers. The landfill as at now is poorly developed, the consequences of which could be devastating in the future especially on the health of the people. To stem any future health problems, any system of

converting the waste into usable products could have helped improve on the lives of the people as well as provide employment opportunity for some of the residents.

1.3.6 UTILITIES AND SERVICES

The Metropolis is endowed with basic utilities and services. Electricity, water, roads, markets, retail services, both private and public banking institutions and communication services are available in urban communities in the Metropolis. However; more needs to be done in the rural communities.

Roads

The roads in the Metropolis are fairly good especially those that link the Metropolis to other district capitals. The tarred roads in the area facilitate easy commuting from one place to the other. There is no traffic congestion. Most of the farming and the Peri-urban communities are linked to the marketing centers by feeder roads. The availability of access roads linking farming communities is an incentive to the farmers since post harvest losses is reduced. Although most of the roads are tarred, some linking the regional capital to the remotest of areas are yet to be tarred. Others have been graveled but yet to be tarred.

Transport

The major transport services in the area are taxi cabs with a main taxi station at the Central Business District (CBD). There is also an enormous usage of motorbikes within the metropolis which is the main source of affordable transport for both males and females. State Transport Company, Metro Mass Transit, OA Transport and other private bus services link the Metropolis with other cities and towns in the country. For easy transport of goods and services, EMS, FEDEX, DHL and others that offer fast and reliable express services from the Metropolis to other places. There is a National Airport located at Mile 9. Major airlines such as Antrak Air, Ghana Air Force and City Link offer air services to customers in and around the Northern part of the country. The presence of air transport has an advantage for business men and women who would be trading in perishable goods.

Communication

The TaMA also enjoys telecommunication services with an increase in telecommunication service providers such as Kasapa now operating as Espresso, Tigo Zain, Vodafone, and MTN in addition to a new network called GLO. RLG Limited has also sited their company in the metropolis which is serving as a source of employment for the youth. Broad band service in the Metropolis is also encouraging which links the Assembly to the worldwide web. This has ensured competitive service delivery in the area. Besides, business activities are done with partners on a faster schedule globally.

Media activities are now vibrant with an increase of 3 to 6 radio stations, 1 to 4 television stations and newspaper supply vendors. The Media houses are avenues for organizing

educative programmes especially on government policies in the illiterate population in the local languages. The major problem with the newspapers is that, they arrive in the Metropolis very late and as such the public can't afford to read current news items. With technological advancement there would be the need for a newspaper printing press located in the Metropolis to serve the three Northern Regions of the country. The table below shows some communication and other service providers in the Metropolis.

Table 1.16 COMMUNICATION SERVICES

Communication Service Providers	Radio Houses and their frequencies	Television Stations	Some Major Shops and Super Marts
MTN	Radio Savannah (91.2 MHz)	Ghana Television (GTV)	Melcom
Vodafone	Justice (98.5 MHz)	Metropolitan Television (METRO TV)	Somovision
Tigo	Filla (89.3MHz)	TV Africa	Modern City
Zain now (Airtel)	Diamond (93.7MHz)	Viasat One	Quality First
Kasapa now (Expresso)	North Star(92.1 MHz)	Discovery TV	Forsamuel
GLO	Kessmen FM	GH ONE	Zubes
RLG	Zaar Radio	TV 3	EKG Enterprise
Ghana Post	Bishara Radio	DSTV/MULTI TV Channels	Ofram
DHL/EMS			Nassam VENTURES

Source: Metropolitan Planning Coordinating Unit (2010)

Electricity

The Metropolis enjoys electricity supply from the National Grid and about 80% of the communities are connected. Electricity supply has been fairly stable. This could be an advantage to heavy industrial development that would depend mostly on energy for production. With the expansion of electricity in the Metropolis, there is also an expansion of the Small and Medium Scale Enterprise businesses in the area.

Sporting Activities

There is an Ultra-modern Sports Stadium in the Metropolis which is being managed by the Ghana Sport Council.

Figure 1.23 Picture of the Tamale Sport Stadium



The Sport Stadium has contributed in boosting sporting activities in the Metropolis. Real Tamale United is the biggest football club in the Metropolis with other smaller clubs. There are other facilities such as conference rooms, restaurants and shops within the sport stadium for public use-workshops, conferences and meetings. The inner perimeter of the stadium could also be used for entertainment activities-musical displays and others.

Tourism

The Metropolis is a transit point to many tourist sites in other districts and regions in the northern part of Ghana. For instance, many tourists moving to the Mole National Park do make a stopover in Tamale before embarking on their trip to West Gonja district. However, there are some few tourist sites in the Metropolis namely: Tugu Crocodile Pond, the Python Sanctuary, the smock and art craft centre, the German Cemetery as well as a Cultural Centre. It is the hope of the Metropolis to collaborate with Ghana Tourist Board to develop these sites to boast tourism in the area. The Centre for National Culture is located right in the Central Business District of Tamale; a place many tourists would cherish visiting to have a look at many items of local Arts and Craft exhibitions. Below is a picture of an artefact shop at the Cultural Centre (Centre for National Centre) in Tamale.

Figure 1.24 Adongo Art and Craft Shop



Hospitality Industry

There is also an increase in the activities in the hospitality industry. More hotels, guest houses, restaurants are springing up. The most prominent and efficient hotels, guest houses and restaurants in the Metropolis are identified in the table below.

Table 1.17 LIST OF SOME HOSPITALITY INFRASTRUCTURE

Some identified Hotels		Some identified Guest Houses		Some identified Restaurants	
Name	Location and other details	Name	Location and other details	Name	Location and other details
Relax Lodge	Kalpohini Estates	Christian Council GH	Agric	Mikes	Gumani Junction
Picornia Hotel	Aboabo	Pastoral Centre	Lamashegu	Africa Touch	Vitting
Hamdala Hotel	Kukuo	Jona Lodge	Kalpohini	GIDIPASS	CBD
Hamdala Hotel Annex	Kukuo Agric	Tuyumba Lodge	SSNIT area	Club Ernesta	Jisonayili
GETFund Hotel	Dungu	Ackma GH	Vittin	Big byte	
Las Hotel	Changli				
Mafara Hotel	Russian Bungalows				
Radach Hotel	Lamashegu				

1.3.7 DISABILITY

Persons with disabilities (PWD) refers to people who are unable or who are restricted in the performance of specific tasks owing to the loss of some function or part of the body as a result of impairment or malformation (Ghana Statistical Service, 2010). Like all other Ghanaians, PWD have fundamental human rights and freedoms. Unfortunately, PWD in Ghana are often victims of discrimination and marginalization in areas such as education, employment, leadership and access to basic facilities and services.

In Ghana, several laws and conventions, thus both national and international have been instituted or adopted to help address the problem of the marginalization of PWD. These include the 1992 constitution of Ghana, The Disability Act (Act 715 of 2006), the United Nations Convention on the rights of PWD and the African decade of the Disabled (GSS, 2010)

Types of disability

The various types of disability as captured in the 2010 Population and Housing Census include sight, hearing, and speech, physical, emotional and intellectual. Emotional disability is most dominant in the Metropolis accounting for 29.1 percent of the total population with disabilities, follow by sight with a proportion of 26.4 percent while physical disability accounts for 20.9 percent of the entire disability population in the Metropolis.

Disability by type of locality

Disability by type of locality examines the distribution of the population with disabilities across the rural-urban divide in the Metropolis; 2.1 percent of the urban population has disabilities as compare to 1.8 percent for the rural population. Emotional disability is rank highest with the proportion of 29.7 percent in the urban area while speech disability is rank lowest (12.3%).

In the rural areas of the Metropolis, 1.8 percent of the total population is living with disabilities. Sight has the highest percentage among the disabilities in the rural area of the Metropolis accounts for 26.9 percent of the entire disability population. Like in the urban locality, speech is the least dominant form of disability in the rural area representing 12.3 percent of total disabilities.

1.3.8 AGRICULTURE

Agriculture is an important sector of Ghana's economy employing about 60.0 percent of the economically active population of the nation (GSS, 2010). The sector is critical to the national economy contributing 21.3 percent to the Gross domestic product (GDP) in 2013 (MOFEP, 2013).

Households in Agriculture

The 2010 PHCR revealed that more than half (56.3%) of the population in the urban areas are engage in agriculture whereas less than half (43.3%) of the population in the rural areas are also engage in agriculture.

Types of farming activities

The main types of farming activities considered in the 2010 population and housing census in Ghana are crop farming (excluding gardening), tree growing, livestock rearing, and fishing. Crop farming is most dominant in the Metropolis as a whole accounting for more than half (52.9%) of the population in the urban areas while less than half (43.3%) of them are also in the rural areas. and. Live stock rearing accounts for 49.8 percent and 50.2 percent of urban and rural households respectively. Fish farming is virtually nonexistent in the metropolis and this may be attributed to the lack of water bodies suitable for that purpose. There is more livestock rearing in the rural areas (50.2%) as compared to the urban areas (49.8%).

Distribution of Livestock

Livestock such as chicken, goat and sheep have large numbers of keepers but relatively small holdings. This perhaps explains the subsistence nature of farming in the Metropolis. The dove has the highest holding (28 per farmer) follows by cattle (26 per keeper). Beehives has the least holding (zero) which has no average keeper in the Metropolis. This implies that there is little or no bee keeping in the metropolis.

Metropolitan Agricultural Development Unit (MADU)

The Metropolitan Agricultural Development Unit (MADU) is a decentralized department under the Tamale Metropolitan Assembly. This department is under the Ministry of Food and Agriculture (MoFA). The department is located at Vittin in the Tamale South Sub-Metro and the Vittin Town Council in general. This department is tasked with responsibility of ensuring food self-sufficiency and the provision of services aimed at increasing agricultural productivity in the Tamale Metropolis. To achieve food self-sufficiency and increase productivity, MADU collaborates with several other governmental and non-governmental organizations especially the farmer population in the Metropolis.

Since the department has the prime mandate to ensure food self-sufficiency and the provision of services aimed at increasing agricultural productivity in the Tamale Metropolis; the office works hand in hand with mostly farmers in the Metropolis. For the department to ensure effective monitoring and extension coverage, the Metropolis has been divided into operational zones.

Metro Education Directorate (MED)

The Metro Education Directorate (MED) is headed by the Metropolitan Director of Education. This Directorate has the oversight responsibility of providing relevant education to all humans living in the Metropolis and to develop their potential to be productive, facilitate poverty reduction and promote socio-economic growth and development.

The MED aims at creating a system capable of meeting the pre-tertiary education needs of all children of school-going age irrespective of gender, ethnic, religion and political affiliation through teamwork and total pupil /student/teacher care. In line with the general mission of the GES, the MED has a vision to provide relevant Education, in collaboration Civil Society and other stakeholders in all spheres of life.

All the public Basic Schools are distributed among educational circuits in the Metropolis. The school system is run in three terms in an academic year beginning August/September. There are a number of Circuit Supervisors who inspect, supervise and monitor teaching/ learning activities within that circuit.

1.3.9 Metropolitan Health Services Directorate (MHSD)

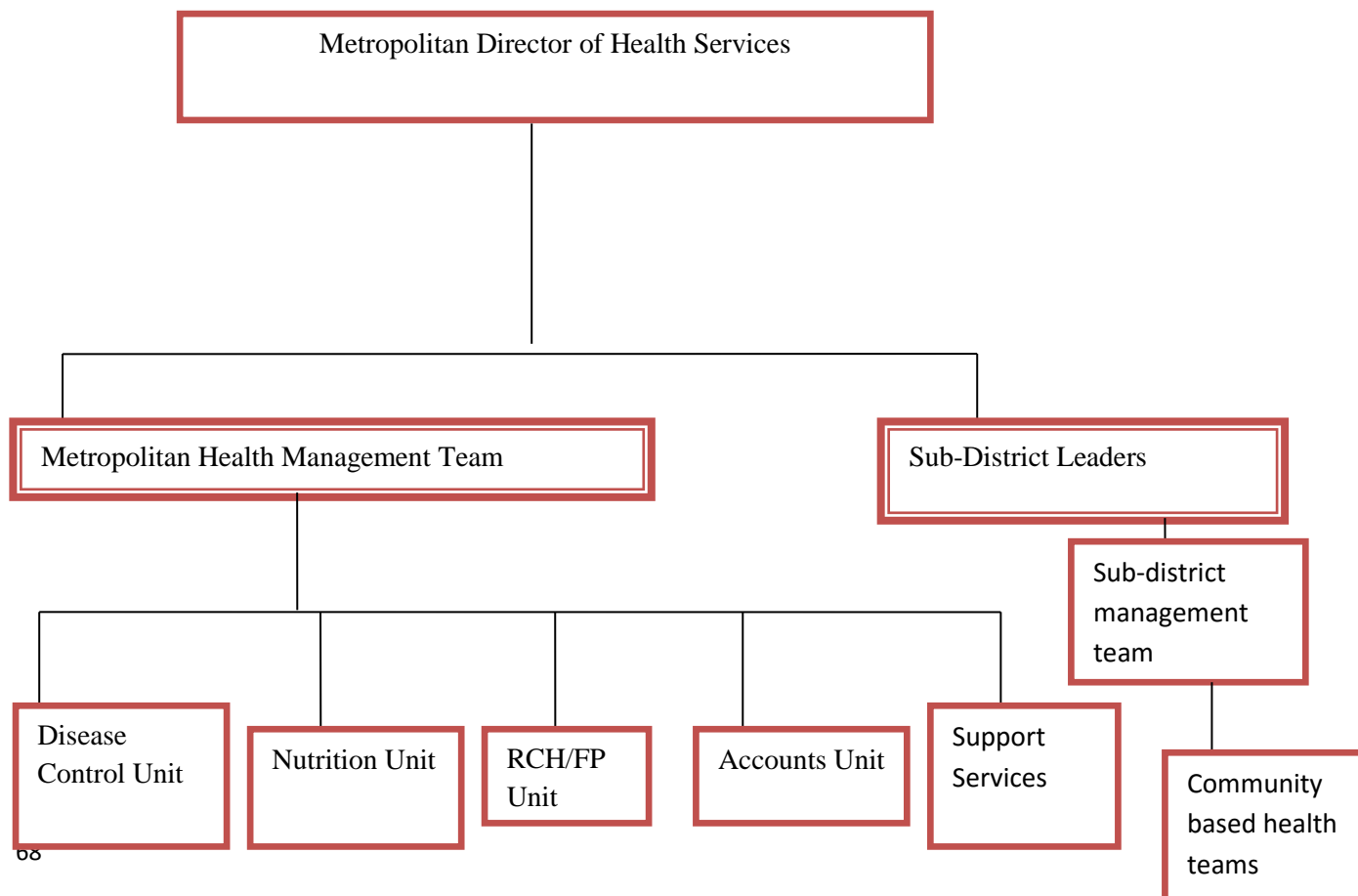
The Health services in the Metropolis are managed at three (3) levels namely: Metro. Health Administration level, Sub-district level and the Community level.

Metro. Health Administration

At the administration level, the Metropolitan Health Management Team (MHMT) is responsible for overall planning, monitoring, supervision, evaluation, training, co-ordination of all health programmes in the Metropolis. It is also responsible for conducting operational research and linking up with other governmental agencies, Development partners and NGOs in health provision and promotion.

The MHMT has the following units:

Figure 1.25 Organogram of the MHSD



The Metropolis is sub-demarcated into sub-districts each with a management team known as the Sub-district Health Management Team (SDHMT). The sub-districts are:

- Builpela Sub-district
- Tamale Central Sub-district
- Vittin Sub-district

The SDHMTs are responsible for programme planning and implementation of health activities in their various sub-districts, some of them include:

Conduct integrated static and outreach activities such as immunization, reproductive health, disease control, growth monitoring, health education/promotion and clinical care

Training and supervision of community based health workers such as traditional birth attendants (TBAs), Community Based Surveillance (CBS) volunteers, village Health Committees.

Community level: Health services are provided at the community level by sub-districts staff supported by TBAs, CBS volunteers.

1.3.10 Governance

The General Assembly of the Metropolis stands at a total of 62 members. Out of this number, 41 are elected, 18 appointed, 2 Members of Parliament and the Metropolitan Chief Executive. For effective implementation of policies in the Assembly, the General Assembly has the following Sub-Committees; the Development Planning Sub-Committee, Works Sub-Committee, Social Services Sub-Committee, Revenue Sub-Committee, Education Sub-Committee, Environment and Sanitation Sub-Committee, Finance and Administration Sub-Committee. Security matters are being handled by the Metropolitan Security Committee (METSEC)

Local Governance Structure in the Metropolis

Apart from the main Assembly, there are two sub-district councils; that is Tamale South and Central Sub district councils popularly called Sub-Metros that work to achieve development at the grassroots level. The main assignment of the Sub-Metro structures is to facilitate participatory decision making, community participation in project planning and implementation. They are also expected to design pragmatic ways of generating revenue for the Sub-Metro and the Assembly in general.

Until recently, these sub-structures were not fully operational. The effective operationalization of the Sub-structures (sub-metros) started during the 1st quarter of 2010. The Sub-Metros have their offices at the following locations in the Metropolis: Tamale

Central Sub-Metro is at Kaladan, off Aboabo-Nyohini road, Tamale South Sub-Metro is at Banvim off Lamashegu-Vittin ring road.

There are eminent traditional chiefs and sub-chiefs who are also working hard in the area of promoting peace, stability and development. Also supporting local development efforts at that level are the Assembly members, NGOs, Women groups and other identifiable groups.

Table 1.18 DECENTRALIZED DEPARTMENTS OF THE ASSEMBLY

No.	Department	No.	Department
1	Central Administration	9	Physical Planning
2	Finance	10	Social Welfare and Community Development
3	Education, Youth and Sports	11	Natural Resources Conservation, Forestry and Wildlife
4	Health	12	Transport
5	Works	13	Urban Roads
6	Trade and Industry	14	Waste Management
7	Disaster Prevention and Management	15	Budgeting and Rating
8	Agriculture	16	Legal

Table 1.19 DEVELOPMENT PROGRAMMES/PROJECTS IN THE METROPOLIS

Programme/Project	Area of Focus	Collaborators	Source of Fund
District Assemblies Common Fund	Provision of School infrastructure, Health facilities, Support for the Disabled, Needy students, street lighting, Sanitation etc)	DACF, MLGRD Departments of the Assembly, Assembly members, Traditional rulers, schools, health facilities	GOG
District Development Facility	Provision of School infrastructure, Health facilities, street lighting, Capacity Building, Sanitation etc)	MLGRD, CIDA, other DPs, Departments of the Assembly, Assembly members, Traditional rulers, schools, health	GOG, CIDA, other DPs

		facilities	
Local Government Capacity Support Project	Provision of School infrastructure, Health facilities, street lighting, Capacity Building, Markets, Sanitation etc)	MLGRD, MoF, the World Bank Departments of the Assembly, Assembly members, Traditional rulers, schools, health facilities, Markets Associations	The World Bank
Resiliency in Northern Ghana Project	<p>*Livelihoods (Agriculture and Savings), Health (Nutrition and WASH), and Good Governance (Implementation through DAs and Capacity Building through planning and logistics).</p> <p>* The target population for this project is vulnerable households with women of reproductive age and children under five.</p> <p>* The goal of this project is to reduce poverty while improving the nutritional status among vulnerable households (those listed above, with than five years of age).</p>	USAID, MLGRD, Departments of the Assembly, Assembly members, Traditional rulers, schools, health facilities	USAID
Sustainable Rural Water and Sanitation Project	Water and Sanitation, Hygiene promotion	MLGRD, the World Bank, Departments of the Assembly, Assembly members, Traditional rulers, schools, health	The World Bank

		facilities	
--	--	------------	--

1.3.11 Non Governmental Organisations

The development of the Metropolis is a concern to others such as Non-governmental Organisations (NGOs), Civil Society Organisations (CSOs), other Development partners and the Private Sector. There are a number of NGOs in the Metropolis. Some of these organizations operate in rural communities in the Metropolis while others have their offices here and operate in other districts in the Region. Many of them are in the area of Good governance, Agric and food security, Human rights, Water and Sanitation. Below is a table showing some of the NGOs in the Metropolis and their areas of operation.

Table 1.20 LISTS OF SOME NGOS

Name of Organisation	Operational Area	Program
Action Aid	Tamale and other districts in the Region	Research, advocacy, gender and education.
ACDEP	Tamale and other districts in the Region	Advocacy, agric, capacity building, health and research.
Basic Needs	Tamale and other districts in the Region	Health, research, water and sanitation.
Catholic Relief Service (CRS)	Tamale and other districts in the Region	Research, advocacy, education, food security and health.
Girls Growth and Development (GIGDEV)	Tamale and other districts in the Region	Textile designing, Printing, Soap making, Dressmaking, Hairdressing, Family Life Education, HIV/AIDS, Agro-Forestry
Centre for Active Learning and Integrated Development (CALID)	Tamale and other districts in the Region	Food security, Education, Institutional capacity building
IBIS- Ghana	Tamale and other districts in the Region	Education, governance and advocacy.
Send-Ghana	Tamale and other districts in the Region	Advocacy, micro credit, water and sanitation.
SNV-Netherland development programme	Tamale and other districts in the Region	Capacity building and networking.
Northern Network for Education Development	Tamale and other districts in the Region	Education, research and advocacy.
Ghana Network for Peace Building	Tamale and other districts in the Region	Peace building
ISODEC	Tamale and other districts in the Region	Health, Env't Issues Income, generating, Gender Issues and Budget Advocacy and research
Northern Ghana Network for Development		
New Energy	Tamale	Energy, Sanitation and Education

Wunzali Development Association		
Behisung Integrated Development Organisation		

Source: Northern Ghana Network for Development, Tamale 2013

1.4 Development Issues

Data collected from communities, secondary data and an analysis of issues from a performance review of the implementation of the 2010-2013 Medium Term Development plan indicates that the Tamale Metropolitan Assembly is still challenged by the following social and economic factors.

Table 1.21 DEVELOPMENT ISSUES IN THE METROPOLIS

Thematic Areas		
Thematic Area 6: Human Development , Productivity and Employment		
	Sector	Developmental Issues
	Education	<ol style="list-style-type: none"> 1 Poor performance especially at the BECE level 2 Poor performance of several public schools as compared to private school 3 Inadequate funding for education sector 4 Insufficient school structures and logistics 5 Dilapidated schools and furniture 6 Ineffective monitoring and supervision 7 Low teacher motivation 8 Absenteeism of teachers in schools 9 Irregular attendance to schools and classes by some children especially in distant communities 10 Indiscipline among some students and some pupils 11 Indiscipline among some teachers
	Health	<ol style="list-style-type: none"> 1. Persistent high incidence of Malaria 2. Inadequate health clinics 3. Poor conditions of CHPS compounds 4. Poor conditions of some health facilities 5. Inadequate health staff in facilities 6. Inaccessibility to health care by sections of the populace
	Waste Management	<ol style="list-style-type: none"> 1 Littering of plastic waste and other light materials 2 Inadequate equipment for waste management 3 Community apathy to waste management 4 Building houses without toilet facilities 5 Several public toilets without fence walls 6 Secret dumping of faecal material and other waste in drains and in open spaces(shit ‘bombs’) 7 Open defecation (free range) by both adults and children 7. Inadequate refuse containers in markets 8. Close proximity of some public toilets to residential houses 9. Indiscriminate dumping of refuse/rubbish 10. Choked gutters 11. Refuse’ mountains’ 12. Non disinfection of gutters
Thematic Area 3: Accelerated Agriculture Modernization and Sustainable Natural Resource management		
	Agricultural Development	<ol style="list-style-type: none"> 1 Inadequate Agric Extension Staff and Service provision 2 Inadequate farm machinery and high cost of mechanization services 3 Diminishing farm land due to real Estate development 4 Inadequate and late release of logistics (inputs, funds, vehicles)

		<ul style="list-style-type: none"> 5 Inadequate irrigation facilities to supplement rain-fed agriculture 6 Inadequate markets for agricultural products 7 Low use of certified seeds 8 High cost of farm inputs 9 Misuse of agro chemicals 10 Erratic rainfall 13. Silting of dams 14. Lack of irrigation dams in communities 15. Bush fires and pests
Thematic Area 2: Enhancing Competitiveness in Ghana's Private Sector		
	Local Economy	<ul style="list-style-type: none"> 1 Inadequate data/information on Local Economic Enterprises 2 Little support given for informal sector development 3 Informal sector businesses poorly organised 4 Inadequate market centres 5 Little marketing opportunities open to the informal sector 16. Lack of Electricity in some communities 17. Limited credit facilities to women 18. Lack of job opportunities for the youth
	Reducing Poverty and Income inequalities	<ul style="list-style-type: none"> 1 High incidence of poverty among food crop farmers 2 Low female involvement in economic decision making 3 Limited access to micro credit 4 Low level of employment opportunities 5 Youth unemployment 6 Lack of irrigation dams and facilities 7 High cost of agric inputs 8 Limited coverage of the school feeding programme 9 Bad roads/foot bridges to farms and marketing centres
Thematic Area 7: Transparent and Accountable Governance		
	NGOs, CSOs and PPP Collaboration	<ul style="list-style-type: none"> 1 Inadequate collaboration in the delivering of development projects 2 Limited funding in the face of high demand for development projects 3 High illiteracy/ignorance of communities about the Assembly's concept 4 Low local level participation and ownership of projects (problem of sustainability)
	Metropolitan Assembly	<ul style="list-style-type: none"> 1 Weak enforcement of development control regulations 2 Inadequate revenue and development funds 3 Inadequate logistics for revenue mobilization 4 Ineffective monitoring of revenue collectors 5 Ineffective project monitoring and evaluation 6 Poor sanitation facilities in the Assembly 7 Poor implementation of sub-committees reports
Thematic Area 5: Infrastructure, Energy and Human Settlements		
	Roads Infrastructure	<ul style="list-style-type: none"> 1.Over speeding of vehicles on roads 2.Bad roads 3.Pot holes in roads 4. Choked gutters 8.Infested gutters 9.Lack of roads/foot bridges to some communities and farms/markets

Market Infrastructure	<ol style="list-style-type: none"> 1 Few taxi stations 2 Exposure of traders to market toilets 3 Dilapidated markets 4 Lack of markets in some communities 1. Pipe-borne water not connected to markets 2. Markets without security lights 3. Lack of or few refuse containers in markets 4. Insecurity in markets 5. Faulty street lights
Electricity	<ol style="list-style-type: none"> 1. Electricity not extended to some communities 2. Lack of street lights along some streets 3. Ineffective maintenance of existing street lights 4. Unannounced/frequent power outages and destruction to properties
Water and Sanitation	<ol style="list-style-type: none"> 1 Poor sanitary facilities in the Assembly's 2 Lack of potable water in some communities 3 Inadequate water supply in urban and peri-urban Tamale due to rationing particularly in dry the season 4 Contamination due to poor storage facilities and household water management 5 Unsustained water and sanitation management sensitisation campaigns
Telecommunication	<ol style="list-style-type: none"> 1 Limited telecommunication network coverage 2 Network connectivity problems

CHAPTER TWO

Development Priorities

2.0 Introduction

This chapter presents development priorities based on data gathered from primary, secondary sources as well as analysis from the performance review of the 2013-2017 Medium Term Development Plan. Communities prioritized their key development needs based on the problems identified.

Table 2.1 PRIORITY NEEDS OF COMMUNITIES IN THE METROPOLIS

PRIORITY NEEDS OF COMMUNITIES IN THE METROPOLIS	
1	Extension of Electricity and provision of electricity poles
2	Re-roofing of schools/renovation
3	Construction of toilet facilities
4	Desilting of dams
5	Extension of pipe-borne water to deprived communities
6	Extension of credit facilities to women
7	Provision of Poly tanks for rain water harvesting in schools
8	Employment creation for the youth
9	Construction of classroom blocks for schools
10	Construction and rehabilitation of teachers quarters
11	Construction of speed ramps in communities
12	Construction and rehabilitation of roads
13	Construction of taxi stations
14	Construction of health clinics
15	Renovation of CHPS compounds
16	More health staff in facilities
17	Construction of irrigation dams and facilities
18	Subsidy of agric inputs
19	Extension of street lights
20	Extension of lights to schools
21	Preparation of community planning schemes
22	Expansion of school feeding programme
23	Provision of computers in schools
24	Provision of refuse containers in markets
25	Provision of security in markets
26	Construction of ICT centres
27	Construction of access roads with drainage system
28	Walling of the existing public toilets
29	Gravelling of existing roads
30	Regular desilting of choked gutters
31	Maintenance of existing street lights
32	Regular evacuation of refuse
33	Regular disinfecting of gutters
34	Supply of dual desks to deprived schools
35	Construction of road/foot bridges

Table 2.2 DEVELOPMENT PRIORITIES IN THE METROPOLIS BY THEMATIC AREAS

Thematic Areas		
Thematic Area 6: Human Development , Productivity and Employment		
	Sector	Developmental Issues
	Education	<p>Improve upon academic performance of public schools Provide support for the education sector Construct new school structures and provide logistics Effectively monitor and supervise teaching and learning in schools Strengthen teacher motivation systems Put in measures to stop teacher absenteeism in schools Put in measures to enhance teacher and pupil attendance, teaching and learning to schools especially in distant communities Strengthen disciplinary measures in schools against indiscipline Provision of computers in schools Construction of ICT centres Construction and rehabilitation of teachers quarters Supply of dual desks to deprived schools Re-roofing of schools/renovation Construction of sanitary facilities Provision of Polytanks for rain water harvesting in schools Construction of classroom blocks for schools Extension of lights to schools Expansion of school feeding programme</p>
	Health	<p>Low iodated salt utilization Persistent high incidence of Malaria cases (78%) of OPD attendance High Awareness but low percentage of people know their HIV/AIDS status Promoting maternal services Ensuring child health services and exclusive breastfeeding for six months Reducing related nutrition, morbidity and mortality Increasing Immunization coverage Promote IEC on current health issues Renovation and furnishing of all existing health infrastructure in the metropolis Construction and renovation of CHPS compounds Managing clinical care of all diseases High National Health Insurance registration with low card bearers Construction of health clinics Re-roofing of schools/renovation Construction of sanitary facilities Construction of classroom blocks for health training institutions More health staff in facilities</p>
Thematic Area 3: Accelerated Agriculture Modernization and Sustainable Natural Resource management		

	Agricultural Development	<p>Ensure more Agric Extension Staff are posted to needy communities</p> <p>Enforce building regulations with regard to lands earmarked for farm lands</p> <p>Facilitate the provision of irrigation facilities to supplement rain-fed agriculture</p> <p>Construct satellite markets and create more marketing opportunities for agricultural products</p> <p>Encourage the use of certified seeds</p> <p>Sensitise farmers on the use of agro chemicals for higher yields</p> <p>Support farmers with the technical expertise to improve upon their farming activities</p> <p>Sensitise communities to desist from bush burning</p> <p>Provision of security in markets</p> <p>Subsidy of agric inputs</p> <p>Desilting of dams</p> <p>Extension of credit facilities to women farmers</p> <p>Construction of irrigation dams and facilities</p> <p>Construction of access roads to farms</p> <p>Gravelling of existing farm roads</p> <p>Construction of road/foot bridges</p>
Thematic Area 2: Enhancing Competitiveness in Ghana's Private Sector		
	Local Economy	<p>Create a data base on Local Economic Enterprises</p> <p>Facilitate credit support for the informal sector</p> <p>Collaborate with NBSSI for informal sector development</p> <p>Construct satellite markets</p> <p>Upgrade and expand existing markets</p> <p>Equip markets with security systems</p> <p>Connect markets with water supply systems</p> <p>Extend electricity to existing and new markets</p> <p>Create avenues for marketing informal sector business products</p> <p>Extension of credit facilities to women</p> <p>Employment creation for the youth</p> <p>Construction of taxi stations</p> <p>Provision of refuse containers in markets</p>
	Reducing Poverty and Income inequalities	<p>Create a data base on Local Economic Enterprises</p> <p>Facilitate the provision of working capital for small and medium scale enterprises</p> <p>Facilitate credit support for the informal sector</p> <p>Collaborate with NBSSI for informal sector development</p> <p>Extension of Electricity and provision of electricity poles</p> <p>Desilting of dams</p> <p>Extension of pipe-borne water to deprived communities</p> <p>Extension of credit facilities to women</p> <p>Employment creation for the youth</p>
Thematic Area 7: Transparent and Accountable Governance		
	NGOs, CSOs and PPP Collaboration	<p>Strengthen collaboration in the delivery of development projects</p> <p>Develop project proposals for funds to meet the high demand for development projects</p> <p>Create platforms for education on the Assembly's concept</p> <p>Strengthen local level participation in development</p> <p>Strengthen programme/project monitoring with partner participation</p> <p>Strengthen project/programme implementation through Public-Private Partnerships</p>
	Metropolitan	Strengthen enforcement of development control

	Assembly	<ul style="list-style-type: none"> Embark on aggressive revenue mobilisation Procure logistics for revenue mobilization Strengthen monitoring of revenue collectors Strengthen M&E capacity for project monitoring and evaluation Improve on Assembly's sanitary facilities Committed implementation of sub-committees reports Preparation of community planning schemes Implement capacity building programmes for staff, Assembly members and others
Thematic Area 5: Infrastructure, Energy and Human Settlements		
	Roads Infrastructure	<ul style="list-style-type: none"> Construction of speed ramps in communities Construction and rehabilitation of roads Gravelling of existing roads Regular desilting of choked gutters Maintenance of existing street lights Construction of access roads with drainage systems Regular disinfecting of gutters Construction of road/foot bridges
	Market Infrastructure	<ul style="list-style-type: none"> Construction of taxi stations Walling of the existing public toilets Rehabilitate existing markets Construct satellite markets in some communities Extension of pipe-borne water to markets Construction and rehabilitation of roads Construction of taxi stations Extension of street lights Provision of refuse containers in markets Provision of security in markets Maintenance of existing street lights Regular evacuation of refuse
	Electricity	<ul style="list-style-type: none"> Extension of Electricity to communities Extension of street lights Maintenance of existing street lights
	Water and Sanitation	<ul style="list-style-type: none"> Ensure sanitary facilities are provided in all Assembly's offices and old facilities rehabilitated Increasing sustainable access to safe water Improving sanitation coverage in the metropolis Sensitise the public towards good sanitation practices Regular desilting of choked gutters Regular evacuation of refuse Regular disinfecting of gutters Extension of pipe-borne water to deprived communities Walling of the existing public toilets Regular desilting of choked gutters Regular evacuation of refuse Regular disinfecting of gutters
	Telecommunication	<ul style="list-style-type: none"> Facilitate extension of communication network coverage Liaise with network companies to improve on services

The Development issues were ranked as follows.

Table 2.3 HARMONISATION OF COMMUNITY NEEDS

Community needs and aspirations	Identified key development gaps/problems	Score
Extension of Electricity and provision of electricity poles	Lack of Electricity in some communities	2
Re-roofing of schools/renovation	Dilapidated schools and furniture	2
Construction of toilet facilities	Open defecation (free range) by both adults and children Secret dumping of faecal material and other waste in drains and in open spaces (shit 'bombs') Building houses without toilet facilities	2
Desilting of dams	Silting of dams	2
Extension of pipe-borne water to deprived communities	Lack of potable water in some communities Inadequate water supply in urban and peri-urban Tamale due to rationing particularly in dry the season	2
Extension of credit facilities to women	Limited access to micro credit	2
Provision of Poly tanks for rain water harvesting in schools	Inadequate funding for education sector	1
Employment creation for the youth	Lack of job opportunities for the youth	2
Construction of classroom blocks for schools	Inadequate classrooms Poor performance of several public schools as compared to private school	2 1
Construction and rehabilitation of teachers quarters	Absenteeism of teachers in schools Poor performance especially at the BECE level	2 2
Construction of speed ramps in communities	Over speeding of vehicles on roads	2
Construction and rehabilitation of roads	Bad roads/Pot holes in roads Lack of roads/foot bridges to some communities and farms/markets	2 2
Construction of health clinics	Inadequate health clinics Poor conditions of CHPS compounds	2

Renovation of CHPS compounds	Persistent high incidence of Malaria Inaccessibility to health care by sections of the populace	1 2
More health staff in facilities	Inadequate health staff in facilities	1
Construction of irrigation dams and facilities	Inadequate irrigation facilities to supplement rain-fed agriculture Lack of irrigation dams in communities	2 2
Subsidy of agric inputs	High cost of farm inputs	2
Extension of lights to schools	Poor performance especially at the BECE level Poor performance of several public schools as compared to private school	1 1
Preparation of community planning schemes	Lack of planning schemes for several communities	2
Expansion of school feeding programme	Irregular attendance to schools and classes by some children especially in distant communities	2
Provision of computers in schools	Inadequate funding for education sector	2
Provision of refuse containers in markets	Inadequate refuse containers in markets Indiscriminate dumping of refuse/rubbish	2
Provision of security in markets	Exposure of traders to market toilets Dilapidated markets Markets without security lights Insecurity in markets	1 2
Construction of ICT centres	Inadequate funding for education sector	2
Construction of access roads with drainage system	Inaccessibility to Markets and farm centres	2
Walling of the existing public toilets	Several public toilets without fence walls Close proximity of some public toilets to residential houses	2
Gravelling of existing roads	.Bad roads Pot holes in roads	1
Regular desilting of choked gutters	Choked gutters	2
Maintenance of existing street lights	Faulty street lights	2
Regular evacuation of refuse	Indiscriminate dumping of refuse/rubbish Refuse' mountains' Littering of plastic waste and other light materials Inadequate equipment for waste management Community apathy to waste management	2

Regular disinfecting of gutters	Non disinfection of gutters	
Supply of dual desks to deprived schools		
Construction of road/foot bridges		

Table 2.4 DEVELOPMENT ISSUES MATRIX

Education							
Causes \ Effects		1	2	3	4	5	Total
Poor Performance	1		1	2	2	2	7
Inadequate Funding	2	1		2	2	2	7
Insufficient School structures	3	2	2		1	1	6
Ineffective monitoring and supervision	4	2	2	1		1	6
Low teacher motivation	5	2	1	1	1		5
Total		7	6	6	6	6	

2- Directly influence
1- Indirectly influence

From the above matrix, it was observed that at the educational sector, the common development issues are poor performance as a result of inadequate funding, ineffective monitoring and supervision, insufficient school structures and low teacher motivation.

Below is the POCC analysis of key sectors, departments and organizations of the Metropolis.

Table 2.5 POCC ANALYSIS

Thematic Area Human Development , Productivity and Employment				
Education	Potential	Opportunities	Constraints	Challenges
Poor Performance	<p>Availability of qualified teachers</p> <p>Availability of school infrastructure</p> <p>Availability of teaching and learning materials</p>	<p>Upgrading programmes for teachers</p> <p>Capitation grants and school feeding programmes</p> <p>In-service training for teachers</p> <p>Presence of PTA,SMC, NGOs, Development partners</p> <p>Availability of bookshops, library</p>	<p>Insufficient funding</p> <p>Inadequate means of transport for monitoring and supervision</p> <p>Low motivation of teachers</p> <p>Insufficient office and staff accommodation</p> <p>Poor monitoring and supervision</p>	<p>Non commitment on the part of some Teachers</p> <p>Late release of the Education support grants from Central Government</p> <p>Indiscipline among Teachers and school pupils</p> <p>Some schools lack guidance and counseling coordinators</p> <p>Child labour</p> <p>Schools under trees</p> <p>Shift-system by some schools</p> <p>Irresponsible parentage</p> <p>Cultural practices e.g. .early marriage</p>
Inadequate	Assembly’s ability to generate	Presence of a vibrant media	Inadequate logistics for revenue	Leakage of revenue

<p>funding for Assembly's activities</p>	<p>more funds is high: Taxable properties, Markets, Businesses, Fees and Licenses, Penalties and Fines, etc</p>	<p>DACF, DDF, UDG, GOG, GETFUND, Development Partners</p>	<p>mobilization Inadequate data on ratable items Low motivation of revenue collectors and supervisors Poor performance of some commissioned collectors</p>	<p>Irregular flow of the DACF and DDF</p>
<p>Dilapidated schools and furniture</p>	<p>IGF Skilled artisans</p>	<p>DACF, DDF, GETFUND, Development Partners</p>	<p>Low IGF</p>	<p>Irregular flow of DACF Dwindling partner funding support</p>
<p>Ineffective monitoring and supervision</p>	<p>Availability of competent staff Accessibility to schools and the communities Existence of Education sub-committee of the Assembly</p>	<p>Presence of PTAs and SMCs Presence of NGOs</p>	<p>Inadequate means of transport Low commitment of staff</p>	<p>Inadequate funding Low motivation of circuit supervisors</p>
<p>Insufficient school structures and logistics</p>	<p>Availability of land Availability school sites Availability of children of school going age Availability of teachers Assembly's IGF</p>	<p>Presence of NGOs Donor funds District Assembly's Common Fund(DACF) GETFUND</p>	<p>Insufficient internally generated funds</p>	<p>Rain Storms Irregular flow of DACF Dwindling partner funding support</p>

Low teacher motivation	Metro Teachers Award Scheme In-service training/ refresher courses	Private Sector support National Teachers' Award scheme Study leave with pay	Insufficient internally generated funds	Unreliable funding from central government and development partners
Health				
	Potential	Opportunities	Constraints	Challenges
Low iodated salt utilization	Availability of iodated salt Availability of Health personnel's	Existence of media houses. Salt sellers Association Existence of NGO's	Unwillingness of citizens to use iodated salt.	High prices of iodated salt Low political will Inadequate enforcement of foods standards by Food and Drug Authority
Persistent high incidence of Malaria cases (78%) of OPD	Availability of qualified health personnel Availability of health facilities Provision of ITN (Insecticide Treated Net) Availability of IPT (Intermittent Preventive Treatment) Development partners support	Existence of malaria drugs Rapid diagnostic test kits Laboratories investigations Availability of ITN	Misinformation about health care by drug peddlers Low income Unwillingness to access health facility Preference for local treatment (herbal treatment)	Lack of laboratories in most health facilities Inadequate essential qualified health persons (Laboratory Technicians) Distance to health care facilities
Promoting maternal health services	Availability of health facilities Availability of human resource Availability of some needed health logistics	Knowledgeable Midwives Presence of health training institutions Availability of health facilities (TTH)	Inadequate midwives Negative attitudes of some health staff Inadequacy of some staff Inadequate drugs/equipment in some facilities	Lack of laboratories in most health facilities Inadequate essential qualified health persons (Laboratory Technicians) Distance to health care facilities

Ensuring child health services and exclusive breastfeeding for six months	Availability of health facilities Availability of human resource Availability of some needed health logistics Willingness of mothers to breastfeed	Knowledgeable Midwives Presence of health training institutions Availability of health facilities (TTH)	Inadequate midwives Negative attitudes of some health staff Inadequacy of some staff Inadequate drugs/equipment in some facilities	Lack of laboratories in most health facilities Distance to health care facilities
High Awareness but low percentage of people who know their HIV/AIDS status	Availability of counselors Availability of 'know your status testing' Availability of HIV testing centres	Availability of antiretroviral drugs Availability of food support for victims Numerous religious bodies and Development partners	People not coming out to test and know their status Stigmatization Multiple sexual partners	Inadequate funds for countrywide education campaigns Inadequate distribution centres for antiretroviral drugs
Health/NHIS				
Waste Management	Potential	Opportunities	Constraints	Challenges
Littering of plastic waste	Effective Waste Management department Presence of ZOOMLION Assembly's bye-laws on sanitation	Availability of media houses Availability of schools and colleges	Inability to control littering Inability to change attitude towards waste disposal Inability to control plastic production	Inadequate funds
Inadequate equipment	IGF, Contract with ZOOMLION	Availability of private waste management companies (ZOOMLION) GUMPP	Low PPP initiatives Inadequate funds	Inadequate funds
Community apathy to	Availability of Assembly members and other opinion	Availability of NCCE Availability of the media	Low support for state institutions to disseminate	High illiterate population Ignorance

communal labour	leaders	Religious groups NGO's Community Development	information	
-----------------	---------	--	-------------	--

Thematic Area 3: Accelerated Agriculture Modernization and Sustainable Natural Resource management				
Agricultural Development	Potential	Opportunities	Constraints	Challenges
Inadequate Agric Extension Agents	Availability of trained personnel Availability of service personnel	Availability of Agricultural colleges and universities	Difficulty in replacing out gone staff Inadequate means of transport	Government embargo on recruitment into the Civil Services Inadequate funds
Inadequate farm machinery and high cost of mechanization services	Availability of farm land Availability of Agric mechanization centres Presence of Rural Technology Facility, local blacksmiths, Tamale Industrial Estate, etc.	Government policy on agricultural mechanisation	Low income Low savings	High cost of farm machinery and spare parts High cost of borrowing
Diminishing farm lands due to real estate development	Re-zoning (Presence of Town and Country Planning Department Enforcement of Assembly's bye laws on physical development Availability of land in the peri-urban communities	Presence of Lands Commission and Land Valuation unit Presence of house of chiefs and the police service	Low enforcement of building regulations	Building without permit Ineffective monitoring and supervision
Inadequate and late	Metropolitan Assembly	Government allocation to the	Low Revenue Generation	Untimely release of funds

release of logistics (inputs, funds, vehicles)	Presence of NGOs and Projects	Agricultural sector		
Inadequate irrigation facilities to supplement rain-fed agriculture	Availability of dams, dug - outs, and sites for construction Presence of NGOs and Projects Farmers available to use the facility Availability of Community labour	Irrigation Development Authority Presence of UDS, SADA and CSIR	Lack of funds Inadequate water bodies	High cost of dam construction and irrigation equipment
Low market for agricultural products	Availability of PPMED to disseminate information on market prices and locations	Support from NGOs High potential demand Availability of media	Activities of middle men/market queens Inadequate storage facilities Low quality of products	High prices of local agric produce High prices of farm inputs Poor road condition
Transparent and Accountable Governance NGOs and CSOs Collaboration				
Ineffective collaboration in delivering development projects	Potential	Opportunities	Constraints	Challenges
	Presence of MPCU – standing M&E team, Hon. Assembly Members	Presence of NGOs, CSOs, traditional authority and development partners	Limited logistics Means of transport Ineffective communication Inadequate funding	Partners not submitting their development plans to the Assembly Difficulty of the Metro to coordinate NGOs and CSOs' activities
Limited funding in the face of high demand for	Availability of local funding sources Fees and Licenses, Penalties	Willingness of donors to fund development projects	Global economic crisis	Poor coordination of activities in the Metropolis

development projects	and fines			
High illiteracy/ignorance in communities about the Assembly's concept	Presence of Assembly persons & unit committees Non formal education/NCCE Sources of getting funds/revenue Competent staff to enable the Assemble function effectively	Existence of the media NGOs, Chiefs/opinion leaders & religious leaders MLG& RD. Strengthen urban councils	Lukewarm attitude of community members, limited sensitization in communities-busy schedules of Assembly's staff, limited resources	Inadequate funds
Low local level participation and ownership (problem of sustainability)	MA sub-structures Availability of committed community members	Presence of media Presence of Chiefs and other Opinion leaders	Partial implementation of the Decentralization process	Low level of education

Transparent and Accountable Governance				
Metropolitan Assembly	Potential	Opportunities	Constraints	Challenges
Low revenue mobilization	Revenue collectors Revenue generating avenues eg the markets, lorry parks, properties, lands etc	Presence of NGOs in Tamale ILGS Private sector participation Cooperation from Traditional rulers & opinion leaders Media houses	Conflicts Public Apathy Tax evasion Low enforcement of tax laws Low commitment of revenue collectors Inadequate data for revenue enhancement	Poor customer relation Unauthorised subletting of stores Revenue leakage
Low enforcement of development control	Availability of Technical Staff Availability of building code Availability of Town and Country Planning Department, survey Availability of settlement plans Existence of bye laws	Land Administration Project (LAP) Availability of training institution (Cartography)	Inadequate building inspectors Inadequate Planning Officers Ignorance of building Regulations	Delay in releasing funds from government Delay in the processing of land documents Lack of political will to prevent unauthorized buildings Delay in the adjudication of cases involving unauthorized structures Non-Compliance with building regulations
Streetism/migration	Availability of economic and social activities DACF	Availability of NGOs and other social interventions Development partners Youth and Entrepreneurial Skills	Inadequate data Low political will to enforce some laws on streetism	Irresponsible parenting

		Fund		
Infrastructure, Energy and Human Settlement Market and Road Infrastructure				
Poor road condition	Presence of Department of Urban Roads and Feeder Roads	District Assembly Common District Development Facility Other Partner support Funds GOG transfers (Assets)	Inadequate Funds Unreliable flow of the Common Fund Unscrupulous revenue collectors	Untimely release of GOG funds Decline in development partner support
Inadequate housing infrastructure	Land Skilled artisans and building materials available Existence of land sector agencies The Metro Assembly	Financial institutions Estate developers SAVACEM Availability of river sand Availability of quarry	Poor incomes High illiteracy	Low interest in investment in housing High/unaffordable rent High cost of building materials Inability of many people to pay rent for certain class of houses Multiple sale of land High cost of land

CHAPTER THREE

DEVELOPMENT GOAL, OBJECTIVES AND STRATEGIES

This chapter outlines the goals, objectives and strategies to employ to achieve the goal and objectives of the plan. The strategies would be the various means and ways that would be applied to achieve the overall goal of the Assembly.

3.0 Development Goal

The overall Goal is to: *achieve an improved quality of life of the people through wealth creation, empowerment of the marginalized groups, promotion of gender equity and strengthening of the Sub-Metro structures for broader and all inclusive participation in the decision-making process in the Metropolis.*

3.1 Development Policy

The Tamale Metropolitan Assembly seeks to embark on a multi-faceted development policy. The Development Strategies and Policies is Agricultural-Education Led. In doing this, activities would be designed geared toward high agricultural production (food crops and animal rearing) as well as an improvement in the educational performance of school going children in the Metropolis.

3.2 Objectives

The Medium Term Development Objectives for 2014-2017 are stated under the following thematic areas namely:

1. Ensuring and Sustaining Macroeconomic Stability;
2. Enhancing Competitiveness in Ghana's Private Sector;
3. Accelerated Agriculture Modernisation and Sustainable Natural Resource Management;
4. Oil and Gas Development;
5. Infrastructure, Energy and Human Settlements;
6. Human Development, Productivity and Employment;
7. Transparent and Accountable Governance

Human Development, Productivity and Employment comprises; Education, Skills and Entrepreneurial Development, Population Management and Health Care among others.

3.3 Thematic and Sector Objectives

3.3.1 Enhancing Competitiveness in Ghana' private Sector

This thematic area seeks to address issues in the local economy. Under the Local economy the general goal is "*Local Economy made vibrant through private sector participation*" and the objectives are:

1. To consciously promote private sector investment in agro-processing by the end of 2017

2. To enhance performance in the formal and informal industrial sectors by the end of 2017
3. To facilitate the provision of credit facilities to small and medium scale enterprises and businesses in the Metropolis from 30 groups to 60 groups by the end of 2017.
4. To increase the Assembly's revenue mobilization and improve its management and utilization from 60% to 90% from 2014 to 2017

Public-Private Partnership

The main goal of this area is to ensure effective Public Private Partnership as well as collaborating with other state actors for a holistic development of the Metropolis.

The objectives are:

- i. To effectively manage PPP activities to enhance income generation by 2015
- ii. To partner with CSOs and NGOs to jointly implement development programmes by the end of the plan period.

3.3.2 Infrastructure, Energy and Human Settlement

The main goal is to improve socio-economic infrastructure to enhance other productive activities in the Metropolis.

The objectives are:

Roads and Transport

To upgrade 20 number roads annually

To rehabilitate the 2nd Ring Road from Taysec junction to SSNIT

Water and Sanitation

- To construct sanitation infrastructure and provide other sanitation facilities by the end of the plan period.
- Extension of pipe borne water within the metropolis

Market facilities

- To construct, rehabilitate and expand market centers by 2017

Electricity Connectivity

- ❖ To extend electricity connectivity to underserved and new settlements by the end of 2017

Telecommunication

- To facilitate effective telecommunication coverage by 2017

Official and Residential Accommodation

- To construct 10 number staff bungalows and an office complex by December 2017
- To complete the Assembly's office complex by December 2016

3.3.3 Accelerated Agriculture Modernization and Sustainable Natural Resource Management

Agriculture: the goal under agriculture is to *Increase productivity and production* and the objectives are:

- i. To increase local agricultural production of rice 24,381.40MT to 30,000MT by December 2017.
- ii. To increase maize production from 25,818.80MT to 35,000MT by December 2017.
- iii. To enhance all year agricultural production by providing irrigation facilities in 5 communities by the end of 2017.
- iv. To enhance local agricultural processing by providing 20 small scales processing machines to 20 women groups by 2017.
- v. To ensure and sustain linkage between production and marketing by linking 100 production groups to both local and international markets by 2017.
- vi. To support farmers with small ruminants and poultry in 100 communities by 2017.
- vii. To reduce post-harvest losses of maize from 30% to 10%, rice (20% to 10%) and cowpea from 40% to 15% by the end of 2017.

3.3.4 Human Development, Productivity and Employment

Education: The main goal under Education during the plan period is *“to improve the quality of life of the people in the Metropolis through education”*

The objectives to address this goal are:

- i. To improve basic school enrolment and retention rates from 95% to 100% by the end of 2017
- ii. To provide school facilities for effective teaching and learning by the end of the plan period.
- iii. Improve the levels of performance of students at the basic level from 32% to 70% by the end of 2017.

Skills and Entrepreneurial Development: the goal is *“to develop the full potentials of the youth”*

- The objective is: to facilitate youth training and development within the various sectors in the Metropolis by the end of 2017

Population Management: under this area, the goal is: *“to reduce the high population growth rate in the Metropolis”*. In doing this the objective is:

- To promote and encourage family planning programmes and practices

Health Care goal is: *“to increase access to quality health care for the populace”*. To address and achieve this goal the following objectives have been outlined.

- a) Increase coverage of health care services
- b) Reduce the incidence of persistent diseases (malaria, tuberculosis, hepatitis B and HIV/AIDS) in the Metropolis by 2017

- c) Educate and encourage households and communities on nutritional practices
- d) Encourage and facilitate the use of the Metropolitan Health Insurance Scheme
- e) Educate the populace on early assessment of clinical care and its importance (malaria, mental health, HIV AIDs, tuberculosis, etc.)

Vulnerability and Exclusion programmes seek *“to empower all vulnerable groups economically and socially”*. The objective under this goal is:

- To increase access to economic opportunities for persons with disabilities by the end of 2017.
- To design disability friendly public infrastructure by the end of the plan period.
- To promote child rights and parental responsibilities.

Environmental Management: the main goal in this area is: *“to ensure a friendly and sustainable environment”*. The objectives addressing this goal are:

1. To ensure efficient private participation in waste management practices on a sustainable basis by the end of 2017.
2. To promote afforestation and increase the forest cover by 2017.
3. To effectively enforce development control measures and land use management by the end of the plan period

3.3.5 Transparent and Accountable Governance

This thematic area has a goal which is to promote grass root participation in planning, implementation and decision making. The objectives identified are:

1. To strengthen the sub-structures for effective participation in decision-making by the end of 2017
2. To encourage participation of vulnerable groups in decision making by the end of 2017
3. To build the capacities of staff of the Assembly by the end of the plan period

Table 3.1 DEVELOPMENT OBJECTIVES AND STRATEGIES

Thematic Area	Policies	Objective(s)	Strategies
Human Development, Productivity and Employment	Education	<ul style="list-style-type: none"> i. Improve basic school enrolment and retention rates from 95% to 100% by the end of 2017 ii. To provide school facilities for effective teaching and learning by the end of the plan period. iii. Improve the levels of performance of pupils at the basic level from 32% to 70% by the end of 2017 	<p>Embark on Enrolment drive in communities with low school enrolment</p> <p>Expand the school feeding programme Capacity building of teachers</p> <p>Ensure the effective implementation of the capitation grant</p> <p>Construction and rehabilitation of additional classrooms and provide furniture/equipment</p> <p>Provide all school under trees with classrooms Provide Schools with water and sanitation facilities</p> <p>Organize regular in-service training for teachers</p> <p>Provide teachers accommodation and incentives to attract teachers to teach in all communities including the deprived communities. Ensure effective Supervision and Monitoring of teaching and learning Provide schools with computers/electricity</p>
	Education for all school going children		
	Skills and Entrepreneurial Development		
Youth in entrepreneurial Development			
	Population Management	<ul style="list-style-type: none"> • To promote and encourage family planning 	Educate the pupil on family planning methods and

	National Population Control	programmes and practices	practices Encourage the use of contraceptives
Thematic Area	Policy(ies)	Objectives	Strategies
Human Resource Development, Productivity and Employment	Health Care Quality health care through the National Health Insurance Scheme	<p>a. Increase coverage of health care services</p> <p>b. Reduce the incidence of persistent diseases (malaria, tuberculosis, hepatitis B and HIV/AIDS) in the Metropolis by 2017</p> <p>c. Educate and encourage households and communities on nutritional practices</p> <p>d. Encourage and facilitate the use of the Metropolitan Health Insurance Scheme</p> <p>e. Educate the populace on early assessment of clinical care and its importance (malaria, mental health, HIV AIDs, tuberculosis, etc.</p>	<p>Attract and retain health professionals in the Metropolis</p> <p>Provide and expand health infrastructure and equipment</p> <p>Provide relevant in-service training to health staff</p> <p>Strengthen and expand the provision of community based services (e.g. TBAs, CBAs)</p> <p>Intensify behavior change activities on HIV/AIDS for high risk groups and areas (e.g. condom use)</p> <p>Provide support for people living with HIV/AIDS</p> <p>Educate the public on water bone diseases</p> <p>Intensify malaria control measures (ITN , IPT in pregnant women and early treatment of malaria)</p> <p>Intensify Immunization programmes (outreach services)</p> <p>Educate households on the importance of nutritional practices (locally produce foods)</p> <p>Intensify Public education campaign on the District Health Insurance Scheme including renewal of expired cards</p>
	Vulnerability and Exclusion	<ul style="list-style-type: none"> • To increase access to economic opportunities for persons with disabilities by the end of 2017. • To design disability friendly public infrastructure by the end of the plan 	<p>Incorporate activities of the vulnerable groups in the annual plans</p> <p>Institute and facilitate vocational training for persons with disabilities and women.</p> <p>Sensitization of stakeholders on child rights and parent</p>

		<p>period.</p> <ul style="list-style-type: none">• To promote child rights and parental responsibilities.	responsibilities
--	--	---	------------------

Thematic Area	Policy(ies)	Objectives	Strategies
Accelerated Agriculture Modernisation and Natural Resource Management	Environmental Management Ensure sustainable environmental practices	1 .To ensure efficient private participation in waste management practices on a sustainable basis by the end of 2017. 2. To promote afforestation and re-afforestation 3.To effectively enforce development control measures and land use management by the end of the plan period	Promote the provision of household toilet facilities and prevent diet related diseases Conduct educational campaign on safe sanitation practices, management of refuse sites, equipment and logistics. Provide and place refuse containers at designated points Provide safe toilet and hand washing facilities for schools Promote hygiene education in schools Promote and enhance tree planting in the Metropolis Constitute a task force to enforce land use regulations in the Metropolis
	Agriculture To increase agricultural production and productivity	1 .To increase local agricultural production of rice from 24,381.40MT to 30,000MT by December 2017. 2. To increase maize production from 25,818.80MT to 35,000MT by December 2017. To enhance all year agricultural production by providing irrigation facilities in 5 communities by the end of 2017.	Provide appropriate and adequate extension service to farmers Provide credit facilities to farmers Provision of agro- processing facilities Introduce local processing technologies and techniques Promote irrigation Farming Provide relevant educational training to farmers Construct new feeder roads and farm tracks to open up and link to areas of production

		<p>To enhance local agricultural processing by providing 20 small scales processing machines to 20 women groups by 2017.</p> <p>To ensure and sustain linkage between production and marketing by linking 100 production groups to both local and international markets by 2017.</p> <p>To support farmers with small ruminants and poultry in 100 communities by 2017.</p> <p>To reduce post-harvest losses of maize from 30%to 10%, rice (20% to 10%) and cowpea from 40% to 15% by the end of 2017</p> <p>To enhance local agricultural processing by providing 20 small scales processing machines to 20 women groups by 2017.</p> <p>5. To ensure and sustain linkage between production and marketing by linking 100 production groups to both local and international markets by 2017.</p> <p>6. To support farmers with small ruminants and poultry in 100 communities by 2017.</p>	<p>Control pest and diseases</p> <p>Enhance marketing through the Ghana School Feeding Programme and World Food Programmes in the Education Sector</p> <p>Provision of storage facilities</p>
--	--	---	---

		7. To reduce post-harvest losses of maize from 30% to 10%, rice (20% to 10%) and cowpea from 40% to 15% by the end of 2017.	
Enhancing Competitiveness in Ghana's Private Sector	Local Economy Development (LED)	<ol style="list-style-type: none"> 1. To promote private sector investment in agro-processing by the end of 2017 2. To facilitate the provision of credit facilities to small and medium scale enterprises and businesses in the Metropolis 3. To effectively manage PPP activities to enhance income generation by 2017. 4. To partner with CSOs and NGOs to jointly implement development programmes by the end of the plan period 5. To enhance performance in the formal and informal industrial sectors by the end of 2017 6. To increase the Assembly's 	<p>Encourage private sector in investment drive through Public Private Partnerships (PPPs)</p> <p>Facilitate the establishment of industries in the Metropolis</p> <p>Provide relevant training to MSMEs, with emphasis on women Facilitate the provision of credit to MSMEs, with emphasis on women</p> <p>Develop joint proposals Ensure investment friendly environment</p> <p>Facilitate joint meetings, monitoring and evaluations</p>

		<p>revenue mobilization and improve its management and utilization from 60% to 90% from 2014 to 2017</p> <p>5.</p>	
Transparent and Accountable Governance	Decentralisation Promotion of grass root participation in plan implementation and decision making.	<p>1. To increase the Assembly's revenue, improve its management and utilization from 70% to 95% by 2017.</p> <p>2.To strengthen the sub-structures for effective participation in the development process by the end of 2017</p> <p>3.To strengthen the participation of vulnerable groups in the development process by the end of 2017</p> <p>4.To build the capacities of workers of the Assembly by the end of 2017.</p>	<p>Organize tax educational campaign Update revenue data Intensify supervision and monitoring of revenue collection Train and motivate Revenue collectors Provide adequate logistics for revenue mobilization</p> <p>Strengthen inter departmental co-ordination and collaboration Facilitate Assembly members/ Unit Committees and community interaction Cede some revenue items to the sub-metros Cede some staff to the sub-metros</p> <p>Sensitize women and youth to participate in development. Train in Plan preparation, Implementation and M & E</p> <p>Conduct capacity needs assessment Train staff of DA and other departments</p>
Infrastructure, Energy and Human	Socio-economic infrastructure development	<p>Roads and Transport</p> <p>1. To upgrade 20 number roads annually 2. To rehabilitate the 2nd Ring Road from</p>	Source funding

<p>Settlements</p>		<p>Taysec junction to SSNIT flats.</p> <p>Official and Residential Accommodation</p> <p>To construct 10 number staff bungalows and complete an office complex by December 2017</p> <p>Water and Sanitation</p> <p>1.To construct sanitation infrastructure and provide other sanitation facilities by the end of the plan period. 2.Extension of pipe borne water within the metropolis</p> <p>Market facilities</p> <p>To construct, rehabilitate and expand market centers by 2017</p> <p>Electricity Connectivity</p> <p>To extend electricity connectivity to underserved and new settlements by the end of 2017</p> <p>Telecommunication</p> <p>To facilitate effective telecommunication coverage by 2017</p>	<p>Lobby Central Government for funds</p> <p>Develop proposals for funding Lobby Central Government for funds Contact Development Partners</p> <p>Develop proposals for funding Lobby Central Government for funds Contact Development Partners</p> <p>Develop proposals for funding Lobby Central Government for funds Contact Development Partners</p> <p>Liaise with Telecommunication providers</p>
---------------------------	--	--	---

CHAPTER FOUR

DEVELOPMENT PROGRAMMES

These programmes emanate from the seven thematic areas of the Ghana Shared Growth and Agenda (GSGDA II) of the Government of Ghana. The programme areas cover diverse fields of social, environmental and economic issues such as education, health, food security and peace. The following matrix contains these programmes.

Table 4.1 DEVELOPMENT PROGRAMMES IN LOGICAL FRAMEWORK

Narrative Summary	Objectively Verifiable Indicators (OVIs)	Means of Verification (MOV)	Assumptions
<p>Goal: <i>An improved quality of life of the people through wealth creation, agro-processing and human resource development.</i></p>			
<p><u>Purpose:</u></p>			
<p>1 To increase productivity and production</p>	<p>Local agricultural production of rice increased from 24,381.40MT to 30,000MT by December 2017</p> <p>Local maize production increased from 25,818.80MT to 35,000MT by December 2017</p> <p>20 women groups operating with machines that enhance agric produce processing by 2017.</p>	<p>Market surveys MADU records and report In beneficiaries</p>	<p>Availability of irrigation facilities</p> <p>Willing of farmers to adopt new technologies</p> <p>Adequate water for crops and feed for livestock</p> <p>Crop loss reduces significantly</p>

1.1 Irrigation schemes constructed	Number of schemes constructed	MADU records Irrigation Development Authority Assembly's records	Funds are available Land is secured Contractors are diligent
1.3 Marketing infrastructure rehabilitated	To ensure and sustain linkage between production and marketing by linking 100 production groups to both local and international markets by 2017.	Market Surveys MADU records	Farmers are willing to sell their produce Produce buying Companies would be active participants in this arrangement
1.4 Animal production improved	To support farmers with small ruminants and poultry in 100 communities by 2017. -Animal production increased by 50% for guinea fowl, goats, sheep and others	MADU records and reports	The Veterinary Services would be supportive High breed animals would be obtained Feed, water and medicines are available and affordable
1.5 Post harvest losses reduced	To reduce post-harvest losses of maize from 30% to 10%, rice (20% to 10%) and cowpea from 40% to 15% by the end of 2017.	MADU records and reports	Pests can be controlled Transportation bottlenecks will not arise Road conditions improve
2 To improve the quality of life of the people in the Metropolis through education	Basic school enrolment and retention rates increased from 95% to 100% by the end of 2017 Effective teaching and learning facilities in schools	Education reports and records Filed visits and observation	Willingness of pupils/students to undertake their studies seriously Ability of Circuit Supervisors to monitor teaching and learning exercises

	<p>Performance of pupils at the basic level increased from 32% to 70% by the end of 2017</p> <p>Incentives for teachers award sourced yearly</p>	<p>Assembly's records</p>	<p>Availability of funds</p> <p>Teacher absenteeism would be drastically checked</p> <p>Teaching and learning materials are adequately provided</p>
3 To ensure access to affordable health service			
3 To promote public private sector partnerships	<p>Quarterly meetings held for all stakeholders</p> <p>Infrastructure provided under Public Private Partnership agreement</p>	<p>Office file (PPP)</p> <p>Reports and minutes of meetings</p>	<p>Interested partners are identified.</p> <p>Assembly is committed to PPP</p>
5 To ensure a sustainable and friendly environment	<p>Cleaner environment</p> <p>Afforestation projects</p>	<p>Reports and records from Waste Management and Forestry Departments</p>	<p>Residents in the Metropolis will be environmentally conscious</p> <p>Resources are available for cleaning and desilting</p>
6 To strengthen the Sub-Metros	<p>Staff are at post and working well</p> <p>Office logistics provided</p> <p>List of staff trained in various disciplines</p>	<p>Records and reports of the Sub-Metros</p> <p>Inventory records of Assembly's stores</p> <p>Records and reports of the Metro Assembly</p>	<p>Assembly is committed to the development of the Sub-Metros</p> <p>Resources are available for training</p>
To improve revenue mobilization	<p>Level of increase in revenue (%)</p>	<p>Records of Finance Officer</p>	<p>Revenue staff are performing their tasks responsibly</p> <p>Properties have been valued</p> <p>Data base on revenue items created and protected</p>
2.2 School infrastructure increased	<p>5 No. 6 unit School infrastructure constructed yearly</p>	<p>Records and reports from the MED</p>	<p>Resources are secured for projects</p>

		Records from the Metro Works Department	
2.3 Incentives packages provided	20 Teachers awarded yearly in the Metropolis	Reports of the Assembly and Records and reports from the MED	Resources are provided Teachers are committed to their work
1.1 Access to affordable health services improved 1.1.1 Prepare health infrastructure accessibility map 1.1.2 Assess the conditions of existing health infrastructure 1.1.3 Attach 7 Health Workers to 6 Health facilities 1.1.4 Provide in-service training to 55 health staff 1.1.5 Train and motivate 20 TBAs and 20 Community Based Surveillance Volunteers	Health infrastructure accessibility map drawn by the end of December, 2017 Health infrastructure assessment exercise carried out in the Metropolis by the end of 2017 3 each Health Workers posted to 6 health facilities in the Metropolis 1 in-service training programmes organized for 55 health staff 20 TBAs and 20 Community Based Surveillance Volunteers trained	Records of the MPCU and MHSD Records and reports of the MHSD Records and reports of the MHSD Records and reports of the MHSD Records and reports of the MHSD	Resources are available Trained personnel are available
1.2 Metropolitan Health Insurance Scheme registration improved 1.2.1 Intensify public education on the Metro Health Insurance Scheme 1.2.2 Ensure the prompt distribution of registration cards 1.2.3 Ensure transparency in the Insurance Scheme	3 Public education programmes on the MHIS carried out on radio stations by the end of 2017 MHIS facilitated the prompt distribution of registration cards to clients throughout the plan period	Records and reports of the MHIS Records and reports of the MHIS	People have the resources to register The NHIS office is committed to registration especially in remote communities

<p>1.3 Nutritional education intensified</p> <p>1.3.1 Intensify public education on behavior change</p> <p>1.3.2 Enforce the use of iodated salt in the Metropolis</p> <p>1.3.3 Educate mothers on nutritional values</p> <p>1.3.4 Educate people on appropriate nutrition and dietary habits</p>	<p>2 Public education programmes intensified on nutritional diets throughout the plan period</p> <p>Metro Assembly sensitized and enforced the use of iodated salts by the end of 2017</p>	<p>Records and reports of the MHSD</p> <p>Records and reports of the MHSD</p>	<p>Education is carried out</p> <p>Households are sensitized</p>
<p>1.4 Family Planning Education encouraged</p> <p>1.4.1 Intensify family planning education</p> <p>1.4.2 Intensify population control measures</p>	<p>4 Family planning programmes conducted in some selected communities by January, 2017</p>	<p>Records and reports of the MHSD</p>	<p>Education is carried out</p> <p>Households are sensitized</p>
<p>4.1 Public Private Sector partnerships promoted</p>	<p>Increased public private partnerships- Number of Public-Private Partnerships in place</p>	<p>Records and reports of the Metro Assembly</p>	<p>The Private sector is determined to do business with the Assembly</p> <p>Assembly is able to reach out to the private sector for business</p>
<p>4.2 Private organizations, NGOs and CSOs collaboration improved</p>	<p>Number of meetings with the NGOs and CSOs</p>	<p>Records and reports of the Assembly</p>	<p>There is a high spirit of collaboration among both parties-Assembly and NGOs</p>
<p>5.1 Waste management practices improved</p>	<p>Clean environment-a cleaner Metropolis</p> <p>Cleaner gutters</p> <p>Few or no heaped refuse</p>	<p>Reports from the Waste Management Department</p>	<p>Logistics are in adequate supply</p> <p>There are vehicles for refuse evacuation</p> <p>Citizens would behave responsibly in waste management</p>
<p>5.2 Forestation and Reforestation</p>	<p>Number of trees planted</p>	<p>Records of the EPA</p>	<p>There will be no bush fires or reduced bush burning</p>

improved	Bush fires reduced	Records of Forestry Services Commission	Tree seedlings will be available There will be adequate rainfall
5.3 Incidence of crime reduced	Traffic offences reduced Assault cases reduced Theft cases reduced	Police/MTTU Records	Security systems are strengthened There is police visibility in crime prone areas
6.1 Sub –Metro Structures strengthen	More workers posted to all the three Sub-Metros in the Metropolis by 2017 Requisite logistics procured for the three Sub-Metros Regular Council meetings held	Records of the Sub-Metro offices Minutes of meetings Stores records	
6.2 Assembly’s revenue items privatized	Partnership agreement in place List of private partners	Records and reports of the MFO	Data base is available
6.3 Assembly’s properties valued	List of valued items	Records and reports of the Assembly	Funds are available for valuation
6.4 Street naming and numbering exercise done	Street names displayed along roads Properties numbered	Field visit Assembly’s records Records of the DTCP	Names are received from stakeholders Funds are available Properties are identified
6.5 Revenue collectors motivated	List/names of Assembly’s revenue collectors and supervisors awarded	Assembly’s records	
1.1 Irrigation schemes constructed 1.1.1 Conduct Irrigational survey 1.1.2 Construct 2 irrigation dams	Irrigation feasibility studies carried out by the end of 2015 One irrigation dam constructed at Pagaaza by the end of 2017	Records of the MADU Records of the MADU	
2.1 Agriculture production increased 2.1.1 Employ Agriculture Extension Agents 2.1.2 Conduct new agric technology trainings for	6 Agriculture Extension Agents posted to the Metropolis	Records of the MADU	

<p>farmers</p> <p>2.1.3 Set up demonstration farms</p> <p>2.1.4 Facilitate the provision of fertilizers</p> <p>2.1.5 Design training programmes for farmers</p>	<p>100 farmers trained on new agric technologies and techniques by the end of June 2017</p> <p>5 Demonstration farms established</p> <p>10 training programmes organized for farmers</p>	<p>Records of the MADU</p> <p>Records and reports of the MADU</p> <p>Records of the MADU</p> <p>Records of the MADU</p>	
<p>2.2 Marketing infrastructure rehabilitated</p> <p>2.2.1 Facilitate the acquisition of funding</p> <p>2.2.2 Rehabilitate the two market centers</p> <p>2.2.3 Enforce the use of satellite markets</p>	<p>Funds acquired for rehabilitation of the Aboabo Market by the end of September 2015</p> <p>Five (5) markets constructed/rehabilitated by 2016</p>	<p>Records and reports of the Metro Assembly</p> <p>Records and reports of the Metro Assembly</p>	
<p>1.1 Livestock production improved</p> <p>1.1.1 Facilitate pilot animal production</p> <p>1.1.2 Conduct training in guinea fowl, poultry and grass cutter rearing</p> <p>1.1.3 Facilitate the provision of credit for five youth farmers groups in four communities</p> <p>1.1.4 Secure Veterinary Services</p>	<p>Training in guinea fowl, poultry, rabbit and grass cutter rearing instituted by the end of July, 2016</p> <p>Credit facilities secured for five groups in the above communities by the end of December, 2017</p> <p>7 veterinary officers posted by the end of September 2017</p>	<p>Records and reports of the MADU</p> <p>Records and reports of the MADU</p> <p>Records and</p>	

		reports of the MADU Records and reports of the MADU	
1.2 Post harvest losses reduce 1.2.1 Construct storage facilities 1.2.2 Conduct training on food storage 1.2.3 Construct / rehabilitate feeder roads to farm areas/ communities	2 public private storage facilities constructed in two communities by the end of 2017 4 training session on food storage conducted by the end of October, 2017 5 feeder roads constructed	Records and reports of the MADU Records and reports of the MADU Records of the MFRD	
2.1 Quality of Education improved 2.1.1 Ensure the use of teaching and learning materials 2.1.2 Conduct mock examinations 2.1.3 Ensure equal distribution of professional teachers to all communities 2.1.4 Encourage effective SMCs and PTAs collaboration in schools	2 training workshops on the use of teaching learning aids and materials conducted in all the 22 circuit in the Metropolis Mock examination exercise conducted in all public JHS at the end of the second term yearly in the Metropolis Excess teachers posted to deprived schools by August 2015 SMCs and PTAs activities intensified in all schools in the Metropolis	Records and Reports of the MED Records and Reports of the MED Records and Reports of the MED Records and	

		Reports of the MED	
<p>2.2 School infrastructure increased</p> <p>2.2.1 Construct 20 and rehabilitate 10 classroom blocks</p> <p>2.2.2 Construct 5 accommodation facilities for teachers</p> <p>2.2.3 Provide 2400 pieces of dual desks to pre schools and basic schools</p>	<p>4 No. 6 Unit classroom blocks constructed yearly</p> <p>one teacher's accommodation block constructed yearly</p> <p>600 pieces dual desks procured and distributed to 6 community schools yearly</p>	<p>Records and reports of the Metro Assembly and the MED</p> <p>Records and reports of the Metro Assembly and the MED</p> <p>Records and reports of the Metro Assembly and the MED</p>	

<p>2.3 Incentives packages provided 2.3.1 Institute an award scheme 2.3.2 Facilitate public private sponsorship packages for teachers</p>	<p>Metro Teachers Award Scheme Private Sponsorship packages procured</p>	<p>Records and reports of the Metro Assembly and the MED Records and reports of the Metro Assembly</p>	<p>Availability of funds Willingness of private sector to provide sponsor packages</p>
<p>2.4 Educational funding improved 2.4.1 Facilitate the early release of educational funds from Central Government 2.4.2 Facilitate GETFund activities in the Metropolis</p>	<p>Funds released by Central Government for Educational activities GETFund Support</p>	<p>Records and reports of the Metro Assembly Records of the Metro Assembly</p>	<p>Readiness of staff to develop good proposals Availability of funds</p>
<p>1.5 Access to affordable health services improved 1.5.1 Prepare health infrastructure accessibility map 1.5.2 Assess the conditions of existing health infrastructure 1.5.3 Attach 7 Health Workers to 6 Health facilities 1.5.4 Provide in-service training to 55 health staff 1.5.5 Train and motivate 20 TBAs and 20 Community Based Surveillance Volunteers</p>	<p>Health infrastructure accessibility map updated by the end of December, 2016 Health infrastructure assessment exercise carried out in the Metropolis by the end of 2015 5 each Health Workers posted to 6 health facilities in the Metropolis 3 in-service training programmes organized for 55 health staff 20 TBAs and 20 Community Based Surveillance Volunteers trained</p>	<p>Records of the MPCU and MHSD Records and reports of the MHSD Records and reports of the MHSD Records and reports of the MHSD Records and reports of the MHSD</p>	<p>Availability of Staff Availability of Staff Willingness of staff to accept posting to the Metropolis Availability of funds Availability of funds</p>
<p>1.6 Metropolitan Health Insurance Scheme registration improved 1.6.1 Intensify public education on the Metro Health Insurance Scheme 1.6.2 Ensure the prompt distribution of registration</p>	<p>10 Public education programmes on the MHIS carried out on radio stations MHIS facilitated the prompt distribution of</p>	<p>Records and reports of the MHIS Records and reports of the</p>	<p>Ability of the general public to afford the premium registration The availability of modern</p>

cards 1.6.3 Ensure transparency in the Insurance Scheme	registration cards to clients throughout the plan period	MHIS	technology
1.7 Nutritional education intensified 1.7.1 Intensify public education on behavior change 1.7.2 Enforce the use of iodated salt in the Metropolis 1.7.3 Educate mothers on nutritional values 1.7.4 Educate people on appropriate nutrition and dietary habits	4 Public education programmes intensified on nutritional diets throughout the plan period	Records and reports of the MHSD Records and reports of the MHSD	Ability of the public to afford balance diet The political will to enforce the law
1.8 Family Planning Education encouraged 1.8.1 Intensify family planning education 1.8.2 Intensify population control measures	4 Family planning programmes conducted in some selected communities by January, 2015	Records and reports of the MHSD	Willingness of the public to use family planning methods
1.9 Malaria campaigns increased 1.9.1 Intensify Guinea Worm control education programmes 1.9.2 Partner with waste management to ensure clean environments 1.9.3 Extend pipe borne water to deprived communities and train Water Boards 1.9.4 Construct 3 No. 'small town water system' 1.9.5 Organize educational campaign on safe sanitation practice	Malaria control education programmes intensified Community cleaning exercises carried out in the Metropolis every year Pipe borne water extended Educational campaigns on safe sanitation practices conducted	Records and reports of the MHSD Records and reports of the Waste Management Department Records and reports of Metro Water and Sanitation Unit Records and reports of Metro Water and Sanitation Unit	Willingness of public to drink safe and potable water Ability of the Assembly to sustain the exercise Availability of funds Ability of the Assembly to sustain the exercise
1.1 Public Private Sector partnerships promoted 1.1.1 Encourage and facilitate private sector investment 1.1.2 Ensure investor confidence through sustainable peace	Model market concept implemented in the Metropolis Rehabilitation of Aboabo Sheanut and other markets awarded on contract and completed	Records and reports of the Assembly	Ability of Central Government to facilitate investment procedures

<p>1.2 NGOs and CSOs collaboration improved</p> <p>1.2.1 Institute quarterly meetings with NGOs and CSOs</p> <p>1.2.2 Encourage NGOs and CSOs partnering activities</p> <p>1.2.3 Ensure prompt submission of reports to NGOs</p>	<p>Data collected and collated by Desk officer on activities of various NGOs</p> <p>Quarterly meetings organized</p> <p>NGOs participation in plan implementation</p>	<p>Records and reports of the Assembly</p> <p>Records and reports of the Assembly (Desk Officer)</p> <p>Records and reports of the Assembly (Desk Officer)</p> <p>Records and reports of the Assembly (Desk Officer)</p>	<p>Availability of staff</p> <p>Availability of staff</p> <p>Willingness of the NGOs to attend meetings</p> <p>Ability of desk officer to write proposals and prompt submission of reports to NGOs</p>
<p>a. Waste management practices improved</p> <p>i. Provide waste bins in 300 in 20 communities in the Metropolis</p> <p>ii. Sensitize public on waste disposal habits</p> <p>iii. Construct drains in the Metropolis</p> <p>iv. Rehabilitate the abattoir</p>	<p>300 waste bins provided in 20 communities in each Sub-Metro and the CBD by the end of 2017</p> <p>Public education carried out in radio station on waste disposal habits weekly</p> <p>Gumani drain constructed by the second quarter of 2016</p> <p>The Tamale Abattoir rehabilitated by the second quarter of 2016</p>	<p>Records and reports of the MWMD</p> <p>Records and reports of the MWMD</p> <p>Records of the Metro Assembly</p> <p>Records of the Metro Assembly</p>	<p>Public willingness to use the bins</p> <p>Public willingness to listen to radio programmes</p> <p>Availability of funds</p> <p>Availability of funds</p>
<p>b. Forestation and Reforestation improved</p> <p>i. Ensure tree planting exercise</p> <p>ii. Enforce laws on tree cutting</p>	<p>7,300 tree planted in some selected schools in the Metropolis by the end of August, 2017</p> <p>education campaign carried out on bush</p>	<p>Records and reports of the MFD</p>	<p>Willingness of the students to take care of the trees</p>

<p>iii. Intensify anti bush burning exercises</p>	<p>burning Bush burning reduced</p> <p>Development sites for eco-tourism enhanced (Tugu and the Python Sanctuary)</p> <p>Laws on tree cutting enforced during the plan period</p>	<p>Records and reports of the MFD</p> <p>Records and reports of the MFD</p>	<p>People's report culprits to law enforcement agencies</p> <p>Willingness of the public to change their attitudes</p>
<p>c. Incidence of crime reduced</p> <p>i. Encourage and motivate the Citizens Taskforce activities</p> <p>ii. Promote peace talks on radio</p> <p>iii. Ensure fast tracking of cases in court and justice</p> <p>iv. Organise educational campaigns on acts of indiscipline, rule of law, rights and responsibilities in schools, workplaces and public places</p>	<p>Taskforce exercise expanded and extended to all communities in the Metropolis by the end of 2015</p> <p>Radio discussions on peace promotion</p> <p>court cases on crime fast tracked in the Metropolis throughout the plan period</p>	<p>Records and reports of the Metro Security Committee (MESC)</p> <p>Surveys</p> <p>Records of the Police and the Courts</p>	<p>Ability to get more volunteers into the Taskforce group</p> <p>Willingness of people to promote peace</p> <p>Courts ability to judge and fast track cases</p>
<p>d. Sub –Metro Structures strengthen</p> <p>i. Post Appropriate personnel to the Sub-Metros</p> <p>ii. Refurbish Sub-Metro offices</p> <p>iii. Procure 2 computers each for each Sub-Metro</p> <p>iv. Support each Sub-Metro to gather social, economic and financial data</p> <p>v. Support each Sub-Metro to organize quarterly meetings</p> <p>vi. Support each Sub-Metro to</p>	<p>3 managerial workers posted to Sub-Metros in the Metropolis by September, 2015</p> <p>Sub-Metro office buildings refurbished</p> <p>2 office desks and 2 computers procured for each Sub-Metro by the end of September, 2015</p> <p>Sub-Metros collaborated with NGOs to collect primary data of the area by the end of November, 2016</p>	<p>Records of the Sub-Metro offices</p>	<p>Availability of funds</p>

<p align="center">organize other social and economic programmes</p>	<p>Sub-Metros organized Town Council meetings</p> <p>Action plan drawn and implemented by Sub-Metros yearly</p>		
<p>1.1 Privatized of Assembly's revenue items</p> <p>1.1.1 Collect data on all Assembly's revenue items</p> <p>1.1.2 Identify and bit for effective private companies to undertake revenue collection</p> <p>1.1.3 Strictly use contract agreement documents</p> <p>1.1.4 Up-date Metropolitan Revenue Data</p>	<p>Data gathered on all Assembly's revenue items in all the Sub-Metros</p> <p>Privatization of some revenue items implemented</p> <p>Contract agreement documents written and used in the award of contracts for revenue collection by 2014</p> <p>Data on Revenue items up-dated yearly</p>	<p>Records and reports of the Assembly (Metro Finance Office)</p> <p>Records and reports of the Assembly (Metro Finance Office)</p> <p>Records and reports of the Assembly (Metro Finance Office)</p> <p>Records and reports of the Assembly (Metro Finance Office)</p>	<p>Availability of funds</p> <p>Political will of the Assembly</p> <p>Availability of staff</p>
<p>1.2 Assembly's properties valued</p> <p>1.2.1 Organise valuation exercise</p> <p>1.2.2 Use standard technical and financial proposal formulae</p>	<p>Valuation exercise carried out during the last quarter of 2010 on all properties in the Assembly</p>	<p>Records and reports of the Assembly</p>	<p>Availability of funds</p>
<p>1.3 Street naming and numbering exercises carried out</p> <p>1.3.1 Undertake street naming and numbering</p> <p>1.3.2 Ensure the use of street names and numbers</p>	<p>Street naming and numbering exercise undertaken by end of 2014</p> <p>Street names and numbers used in directions</p>	<p>Records and reports of the Assembly</p>	<p>Availability of funds</p>
<p>1.1 Revenue collectors motivated</p>	<p>Education campaigns organized on tax</p>		

1.1.1	Organize 2 series of tax education campaign. 4.5.7 Carry out intensive and regular supervision on revenue collection	collection quarterly	Records and reports of the Assembly	Willingness of public to pay taxes
1.1.2	Organize training for all revenue collectors and supervisors	Monitoring and supervision of revenue collection intensified weekly	Monitoring reports of the Assembly	Ability of the Assembly to monitor revenue collection
1.1.3	Award hard working revenue collectors	Revenue collectors trained on record keeping techniques	Records and reports of the Assembly	Availability of funds
1.1.4	Paste budgets and revenues reports on notice boards		Revenue chart displayed	Availability of funds
1.1.5	Investigate and punish revenue collectors on financial malfeasance, if any	Revenue performance chart mounted at the Assembly	Records and reports of the Assembly	Willingness to investigate financial malfeasance
		Financial malfeasance investigated if there are any at all times		

CHAPTER FIVE

TAMALE METROPOLITAN ASSEMBLY

ANNUAL ACTION PLAN 2014

District Goal: To develop the human resources of the area and achieve improved living standards in an atmosphere of peace and good neighborliness.

District Objective: To build a solid infrastructural base as a precondition for growth and development of all sectors of the district economy.

Table 5.1 ANNUAL ACTION PLAN 2014

No.	ACTIVITIES	LOCATION	OUTPUT INDICATORS	TIME SCHEDULE				ANNUAL BUDGET		IMPLEMENTING AGENCIES		FUNDING SOURCE
				Q1	Q2	Q3	Q4	GHC LOCAL	US\$ EXTERNAL	LEAD	PARTNERS	
1												
2	Thematic Area :											
	Enhancing Competitiveness in Ghana's Private Sector											
4	Plan workshop with MoTI and GIPC on trade and Investment	Tamale	Workshop report					3,200.00		TAMA	MoTI	IGF
5	Identify investors	Tamale	List of potential Investors					2,300.00		TAMA	MoTI	IGF
6	Facilitate linking investors to TAMA	Tamale	MOUs					2,000.00		TAMA	MoTI	IGF
7	Sensitise Stakeholders on the model markets concept	Tamale	Reports on For a					2,000.00		TAMA	MoTI	IGF
8	Recruit a Consultant for PPP on Model market development	Tamale	Contract document					37,000.00		TAMA	MoTI/ Consultant	CSF
9	Recruit Consultant Preparation of District Thematic maps	Tamale	Contract and activity reports, maps					40,000.00		TAMA	Consultant	CSF
10	Recruit a Consultant for Property data base development	Tamale	Contract and activity reports,					36,000.00		TAMA	Consultant	CSF

			maps								
11	Recruit Consultants for Capacity building for Staff and other Assembly personnel	Tamale	Contract and activity reports, maps				57,000.00		TAMA	Consultant	DDF/DACF
12	Construct a Model market in Tamale	Tamale	Model market				3,000,000.00		TAMA	MoTI/ Consultant	LGCSIP
	Accelerated Agriculture Modernization and Sustainable Natural Resource Management										
14	Conduct home and farm visits by AEA's. DAOs and MDA conduct field monitoring	Metro wide	10 AEAs to reach out to about 4,000 farmers with extension service delivery, DAOs and MDA monitored activities.				4,000.00		MoFA	TAMA	AgSSIP
15	Identify, strengthen and coach farmer groups	Metro wide	50 new and 150 old groups formed and strengthened.				400.00		MoFA	TAMA	AgSSIP
16	Conduct storage losses assessment. of maize, sorghum and cowpea	Metro wide	Assessment reports				350.00		MoFA	TAMA	AgSSIP
17	Vaccinate ruminants against Anthrax and poultry birds against diseases	Metro wide	15,000 Ruminants and 7000 Birds vaccinated against notable diseases				30,000.00		MoFA	TAMA	AgSSIP
18	Construct irrigation facilities	Nantonzo, Futa	Irrigation facility constructed				300,000.00		MoFA	TAMA	AgSSIP
19	Subsidize fertilizer for farmers	Zoborgu	Subsidized fertilizer, higher crop yields				20,000.00		MoFA	TAMA	AgSSIP
20	Facilitate implementation of the GEMP	Duunyin and others	Afforestation projects				1,056,000.00		EPA	TAMA	CIDA

	Infrastructure, Energy and Human Settlements											
22	Develop a strategic plan	Metro wide	Strategic plan developed					45,000.00		TaMA	TaMA	GUMPP
23	Completion of the Assembly Complex block	Dagbondabba Fong	Improved service delivery					2,000,000.00		TaMA	TaMA	DACF
24	Rehabilitation of the Tamale Abattoir	Shishegu	Abattoir rehabilitated					150,000.00		TaMA	Butchers Association	GUMPP
25	De silting choked drains	Tamale Central	Drains desilted					120,000.00		TaMA	Community/W MD	LGCSPP
27	Routine Maintenance of Street lights	Metro Wide	Night security improved					37,800.00		TaMA	TaMA	DDF
28	De silting of drains	Tamale Central	Clean environment					7,200.00		TaMA	Community/W MD	LGCSPP
29	Facilitate radio education on waste disposal	Metro wide	Clean environment					2,000.00		TaMA	Communities	DACF
30	Organise quarterly community clean up exercises	Metro wide	Clean environment					5,000.00		TaMA	Communities	DACF
31	Construction of the Gumani Drain	Gumani	Boreholes rehabilitated					140,000.00		TaMA	Communities	GUMPP
32	Desilting of 18 dams in communities	Communities	18 dams rehabilitated					70,000.00		TaMA	Communities	SRWSP
33	Tree planting in 10 selected schools and communities	Metro wide	Environmental degradation decreases					1,900.00		MDoF	TaMA	GEMP
34	Public education on tree planting	Metro wide	Trees planted					600.00		MDoF	TaMA	GEMP
35	Public education on bush burning	Metro wide	Security improved					800.00		MDoF	TaMA	GEMP
36	Organise peace promotion talks on radio quarterly	Metro wide	Clean environment					12,000.00		TaMA	NGOs	DACF
37	Cleanup campaigns on the environment	Metro wide	Clean environment					13,600.00		TaMA	NGOs	DACF

38	Distribute litter bins at all Sub-Metros	Metro wide	Clean environment					11,420.00		TaMA	Communities	DACF
39	Extension of electricity	Gbabshei, Baglahi, Futa, Dufaa, Gbilahibila, Banvim, Jonshegu, Datoyili, Zoozugu, Adubilyili, Wurishie Zuo	Electricity extended					990,000.00		TAMA	GOG/VRA	GOG/LGC
40	Provide additional electricity poles	Gbabshei, Baglahi, Chanzeni, Wamale, Kobilmahagu,	Electricity poles provided.					150,000.00		TAMA	VRA/NED	IGF
41	Construction of 13No. 20 seater public toilet facilities with wall fence	Nantonzuo, Wamale, Changnaayili, Manguli, Chanshegu, Nalung, East Kpanvo, Kakpagyili, Yakura, Kpanvo, Kuku, Yapala, Tuutingli	Toilet facilities provided					2,340,000.00		TAMA	WMD	GUMPP/ DDF/DACF
42	Construction of 1 No. teachers bungalow	Tugu-yapala Pagazaa	Teachers bungalow provided					45,000.00		TAMA	MED	DACF
43	Construction of CHPS compound	Tugu, Dalogyili	CHPS compound built					35,000.00		TAMA	MHD	DDF

44	Renovation of health facility	Lahagu,	Health renovated.					75,000.00		TAMA	MHD	DACF
45	Provision of street lights	Russian Bungalow/New Jakarayili	Street lights provided.					118,369.00		TAMA	MWU/GEC	DACF
46	Provision of street lights and maintenance of existing ones	Gumbihini	Street lights provided and maintained.					88,369.00		TAMA	MWU/GEC	IGF
47	Renovation of toilet including re gravelling the surroundings and wall fence	Gumbihini	Public toilet renovated, graveled and fenced.					105,684.00		TAMA	WMD	DDF
48	Provision of electricity poles and transformers	Bomahagu	Transformers and electricity poles provided.					105,000.00		TAMA	VRA/NED	GOG
49	Organize six (6) Technical Sub-Committee meetings to hasten the permitting process.	Tamale Metro	Permit process hastened					14,000.00		TAMA	MWU/GEC	IGF
50	Implementation of the Street Naming and Property Addressing Exercise	Metro wide	Selected streets named					30,000.00		TAMA	DTCP/SDA/Consultants	LGCSP/GUMPP
	Human Development, Productivity and Employment											
52	Procurement of teaching/learning aids for distribution to schools	Various schools	High education performance					100,000.00		TaMA	MEU	GUMPP
53	Conduct Metro wide JHS mock examination	Schools	High education performance					20,000.00		TaMA	MEU	DACF
54	Organize Meeting with Circuit supervisors	Tamale	Teacher motivated, high education performance					10,000.00		MEU	TaMA	DACF
55	Organise Workshop on effective Supervision for all circuit supervisors	Tamale	High education performance					34,999.00		MEU	TaMA	DACF
56	Support the Best Teacher Award celebrations	Tamale	High education performance					68,587.00		TaMA	MEU	DACF

57	Intensify public/radio education on the MHIS	Sub-metros	Secured health cost					7,390.00		MHIS	TaMA	DACF
58	Intensify public/radio education on the family planning	Sub-metros	Reduced population growth					600.00		MHSU	TaMA	DACF
59	Sensitize Youth on HIV/AIDS prevention and management		Number of youth sensitized					600.00		TaMA	MDHS	DACF
60	Construction 1 No. 6 unit school block with office, store, 6 seater KVIP and urinal	Baglahi,	School blocks provided.					1,025,639.05		TAMA	MED	IGF/DACF
61	Construction 1 No. 6 unit school block with office, store, 6 seater KVIP and urinal	Chenzeni,	School blocks provided.					1,025,639.05		TAMA	MED	IGF/DACF
62	Construction 1 No. 6 unit school block with office, store, 6 seater KVIP and urinal	Chicheli,	School blocks provided.					1,025,639.05		TAMA	MED	IGF/DACF
63	Registration of Persons with Disabilities (PWDs)	Metro wide	Register of PWDs and report					4,000.00		TaMA	CD&SW /Child Protection teams	Disability fund-DACF/NGO's
64	Encourage the rural population to take interest in civic education and also perform civic responsibilities	Metro wide	Reports					3,270.00		TaMA	NCCE	IGF
65	Organize quarterly meetings for staff of the transport Unit	Transport Yard	Reports					4,600.00		TAMA	Private Sector	DACF/IGF
66	Meeting and Consultation	Tamale	Reports					14,000.00		TAMA	WMD	UDG/DACF
67	Public Education and Awareness Creation	Tamale	Awareness created. Reports					189,500.00		TAMA	WMD	UDG/DACF

68	Provision of Sanitary Infrastructure Tools and Equipment	Tamale	Infrastructure provided					2,670,000.00		TAMA	WMD	UDG/DACF
69	Liquid Waste Management	Tamale	Cleaner environment					16,000.00		TAMA	WMD	UDG/DACF
70	Empower women to engage themselves in sanitation to enable them clean up their environments	Metro wide DCD & SW	Reports. Clean environment					1,030.00		TAMA	WMD	UDG/DACF
71	Organize vehicle maintenance and repair training for mechanics in transport unit	Tamale	Office vehicles maintained.					2,345.00		TAMA	TaMA	DACF/IGF
72	Organize driving training for drivers in transport unit	Tamale	Drivers trained.					3,500.00		TAMA	TaMA	DACF/IGF
73	Provide protective clothing and uniform	Transport Yard	Protective clothing provided					15,000.00		TAMA	TaMA	DACF/IGF
74	Purchase mechanics working tools	Tamale	Working tools procured.					17,500.00		TAMA	TaMA	DACF/IGF
75	Maintenance and repairs of vehicles	Transport Yard	Official vehicles maintained					40,000.00		TAMA	TaMA	DACF/IGF
76	Regular lubricating/servicing of official vehicles	Transport Yard	Official vehicles maintained					16,000.00		TAMA	TaMA	DACF/IGF
77	Construction 2 No. 6 unit school block	Datoyili, Kukuo,	School blocks provided.					200,000.00		TAMA	MED	DDF
78	Construction of 1 No. 6 unit classroom block at OLA sch. complex	Kukuo	Classroom block constructed					100,000.00		TAMA	MED	DDF

79	Desilting of dam	Wamale	Dam desilted				35,000.00		TAMA	WMD	IGF
80	Provision of portable drinking water	Zoborgu, Chanayili, Futa, Zakarayili, Tugu-yapala, Labariga, Juni, Dunyin, Parishei, Cheko, Gbilahabila, Nima Fong, Kakpagyili, Cheshe, Wurishie Zuo, Gbewaa,	Portable drinking water provided in the various communities.				168,689.00		TaMA	Works Dept./GWCL	DACF
81	Construction of speed ramps	Dunyin, Tishigu,	Speed ramps constructed.				175,234.00		DUR	TaMA	Road Fund
82	Construction of additional classroom blocks	Fooshegu, Tindan Fona, Nyozie, Banvim, Nalung,	Additional classroom blocks provided.				2,605,000.00		TaMA	MED	DDF
83	Expansion of roads	Kambonnayili, Jonshegu, Tishigu, Zujung, Nalung, Gumbihini, Kukuo East,	Roads have been expanded.				8,025,639.05		DUR	TAMA/GoG	ROAD FUND
84	Construction of roads from Kakpagyili to Banvim	Banvim	Roads constructed.				745,639.05		DUR	TAMA/GoG	ROAD FUND
85	Preparation of Community Planning schemes	Yargyili, Dalogyili, Kukuo East,	The communities has been demarcated and well planned.				7,000.00		DTCP	Communities	DACF
86	Construction of drains and gravelling of roads	Old Jakarayili/Water son, Kpambegu, Nakpanzoo,	Drains constructed and roads graveled.						DUR		ROAD FUND

		Kakpagyili, Wurishie Zuo, Gumbihini, Kobilmahagu, Bomahagu, Gbewaa,						4,025,639.05			GoG	
87	Construction of road from Kukuo AME Zion school to OLA school through Presby school complex	Kukuo	Road constructed					65,000.00		DUR	GOG	ROAD FUND
	7-Transparent and Accountable Governance											
88	Privatize some revenue items	Metro wide	Revenue generation increased					1,800.00		TaMA	TaMA	DACF
89	Update property data by recruiting a consultant for this exercise	Metro wide	Data updated					200,000.00		TaMA	TaMA	IGF
90	Recruit a Consultant for PPP to implement the Model market concept	Metro wide	Consultant recruited					20,000.00		TAMA	MoTI/ Consultant	LGCSP
91	Recruit a Consultant to prepare thematic maps on ratable properties	Metro wide	Consultant recruited					20,000.00		TAMA	MoTI/ Consultant	LGCSP
92	Organise Social Accountability fora	Metro wide	Fora organized					15,000.00		TAMA	TaMA/ Private Investors	MoTI /MLGRD/D ACF
93	Organise property Valuation exercise	Metro wide	Valuation exercise completed					100,000.00		TaMA	TaMA/Revenu e Unit/MBO	IGF
94	Undertake street naming and property numbering exercise	Metro wide	Streets named and properties numbered					1,000,000.00		TaMA	MLGRD	DACF
95	Prepare base maps sites and analysis, make draft schemes for the consideration of stakeholders	Metro wide	Maps prepared					40,000.00		TaMA	MLGRD	DACF
96	Regularize the temporal development in permissible areas, recommend removal of temporal developments from non permissible areas	Metro wide	Permissible temporal development regularized and non					10,000.00		TaMA	MLGRD	IGF

			permissible ones removed.									
97	Update and revise outmoded schemes	Metro wide	Schemes updated					5,000.00		TaMA	MLGRD	IGF
98	To receive, compile and process development applications as well as policy issues for discussion and vetting by Statutory Planning Committee quarterly	Metro wide	Quarterly development applications prepared.					6,000.00		TaMA	MLGRD	DACF
99	Hold quarterly budget committee meetings	TaMA	Quarterly meetings held					10,000.00		TaMA	MLGRD	DACF
100	Construct Revenue chart board	TaMA	Revenue chart board constructed					5,000.00		TaMA	MLGRD	DACF
101	Organise radio discussions and community durbars on the need to pay revenues	Tamale	Community durbars and radio discussions organized.					22,000.00		TaMA	MLGRD	DACF
102	Organise two Town Hall meetings	Communities	Town hall meeting organized					30,000.00		TaMA	TaMA	DACF
103	Privatise some revenue items	Metro wide	Revenue items privatized					1,700,000.00		TaMA	MLGRD	DACF
104	Hold fee fixing resolution meetings annually	Metro wide	Annual meetings held					10,000.00		TaMA	MLGRD	IGF
105	Organise and service district Entity Committee meeting quarterly	Metro wide	Quarterly meetings organized.					10,000.00		TaMA	MLGRD	IGF
106	Organise and service quarterly meetings of the Assembly	Metro wide	Quarterly meetings organized					50,000.00		TaMA	MLGRD	IGF
107	Organise and service quarterly meetings of the Executive Committee	Metro wide	Quarterly meetings organized					15,000.00		TaMA	MLGRD	DACF
108	Organise and service quarterly meetings of Assembly's Sub Committees	Metro wide	Quarterly meetings organized					50,000.00		TaMA	MLGRD	DACF
109	Running Cost of the office	Metro wide	Office cost runned					15,000.00		TaMA	MLGRD	DACF
110	Procure office logistics for Assembly	Metro wide	Logistics procured					100,000.00		TaMA	MLGRD	DACF

111	Servicing of International conferences and programmes	Metro wide	Conferences and programs serviced					200,000.00		TaMA	TaMA	DACF
112	Review of previous composite budget implementation	Metro wide	Budget reviewed					1,000,000.00		TaMA	MLGRD	IGF
113	Preparation of Annual Work plan and Composite budget	TaMA	Work plan and composite budget prepared					5,000,000.00		TaMA	MLGRD	DACF
114	Organise meetings of Metropolitan security service	Metro wide	Meetings organized					20,000.00		TaMA	MLGRD	IGF
115	Educate residents in the Metropolis on the need for peace before, during and after elections	Metro wide	Education completed					30,000.00		TaMA	MLGRD	DACF
116	Monitor tax collection	Metro wide	Tax collectors monitored					15,000.00		TaMA	TaMA	IGF
117	Organise radio discussions on political tolerance	Metro wide	Radio discussions organized					15,000.00		TaMA	TaMA/NCCE	IGF
118	Organise workshop on peace building	MPCU	Workshop organized					12,000.00		TaMA	TaMA/NCCE	IGF
119	Capacity building for staff members in procurement and project management	TaMA	Staff trained					50,000.00		TaMA	TaMA	UDG
120	Prepare citizens participation strategy	Tamale	Participation strategy prepared					30,000.00		TaMA	TaMA	DACF
121	Capacity building for Assembly staff	TaMA	Staff trained					45,000.00		TaMA	TaMA	DDF

TAMALE METROPOLITAN ASSEMBLY

ANNUAL ACTION PLAN 2015

District Goal: To develop the human resources of the area and achieve improved living standards in an atmosphere of peace and good neighborliness.

District Objective: To build a solid infrastructural base as a precondition for growth and development of all sectors of the district economy.

Table 5.2 ANNUAL ACTION PLAN 2015

No.	ACTIVITIES	LOCATION	OUTPUT INDICATORS	TIME SCHEDULE				ANNUAL BUDGET		IMPLEMENTING AGENCIES		FUNDING SOURCE
				Q1	Q2	Q3	Q4	GHC LOCAL	US\$ EXTERNAL	LEAD	PARTNERS	
	Thematic Area :											
	2-Enhancing Competitiveness in Ghana's Private Sector											
122	Create opportunities for youth employment	Wamale	Youth employed					60,000.00		TaMA	TaMA	DACF
123	Create employment opportunities	Kukuo East	Youth employed					60,000.00		TaMA	TaMA	DACF
124	Create opportunities for youth employment	Kobilmahagu	Youth employed					60,000.00		TaMA	TaMA	DACF
125	Visit sub-metros to discuss with them the National Everyday Wear Programme in the district	Tamale	Discussion held					8,000.00		MoTI	TaMA/ MoTI	DACF
126	Launch National Everyday Wear Programme in the District	Tamale	Programme launched					10,000.00		TaMA	MoTI	IGF
127	Carry market surveys quarterly	Metro wide	Surveys conducted					15,200.00		MoTI	TaMA	IGF
128	Collaborate with land use agencies to create land banks	Tamale	Land banks created					15,000.00		TaMA	TaMA	DACF
129	Form planning committees	Tamale	Planning committees formed					12,720.00		MoTI	TaMA	DACF
	Accelerated Agriculture Modernization and Sustainable											

	Natural Resource Management											
131	Carryout disease surveillance	Metro wide	Detected livestock diseases duly reported and dealt with appropriately				15,000.00			TaMA	MoFA	IGF
132	Carryout anti- rabies bite campaign	Metro wide	4,000 Pets (Cats & Dogs) vaccinated and people made aware of dangers of rabies				30,000.00			Veterinary service	TaMA	DACF
133	Generate and pay revenue into veterinary Revolving fund account	Metro wide	GH¢ 8,000 to be generated				8,000.00			MoFA	TaMA	
134	Subsidize fertilizer	Futa	Fertilizer provided				10,000.00			TaMA	MoFA	IGF
135	Provide irrigational facility	Zakarayili, Tugu-Yapala	Irrigation facility provided				60,000.00			TaMA	MoFA	IGF
	5-Infrastructure, Energy and Human Settlements											
137	Construction of toilet facility	Gbabshei	Toilet constructed				82,000.00			TaMA	WMD	DACF/IGF
138	Construction of public toilet for the Baglahi community	Baglahi	Community toilet constructed				125,684.00			TaMA	WMD	DDF
139	Construction of public toilet	Chanzeni	Public toilet constructed				125,684.00			TaMA	WMD	DACF
140	Construction of a public toilet for Chicheli community	Chicheli	Public toilet built				125,684.00			TaMA	WMD	DACF
141	Construction of 1 no. teachers quarters at Zorbogu	Zorbogu	Teacher quarters constructed				220,000.00			TaMA	MED	DACF
142	Construction of toilet facility	Zorbogu	School toilet constructed				125,684.00			TaMA	WMD	DDF

143	Construction of 1 no. teachers flats at Chanayili	Chanayili	Teacher quarters constructed					120,000.00		TaMA	MED	UDG
144	Construction of fence wall at Kukuo Cemetery	Kukuo	Fence wall constructed					30,000.00		TaMA	TaMA	DDF
145	Construction of a public toilet for Futa	Futa	Public toilet constructed					115,684.00		TaMA	WMD	DACF
146	Construction of teachers bungalows at Zakarayili	Zakarayili	Teacher quarters constructed					145,000.00		TaMA	MED	DACF
147	Construction of 1 no. public toilet	Tugu-yapala	Public toilet constructed					115,684.00		TaMA	WMD	DACF/IGF
148	Provision of street lights	Pagazaa	Streetlights erected					87,369.00		TaMA	MWU/GEC	UDG
149	Provide electric poles for the supply of electricity to Tugu	Tugu	Electricity poles provided for electricity					105,000.00		TaMA	MWU/GEC	IGF
150	Extension of electricity to Juni	Juni	Electricity provided					80,000.00		TaMA	Works Dept./GEC	UDG
151	Provision of public toilet	Dunyin	Public toilet constructed					115,684.00		TaMA	WMD	DACF
152	Extension of electricity	Parishei	Electricity provided					78,650.00		TaMA	MWU/GEC	DACF/IGF
153	Construction of 3 unit classroom block	Presby JHS	Classroom block constructed					105,000.00		TaMA	MED	DACF
154	Supply of electricity to Manguli-Kukuo	Manguli-Kukuo	Electricity provided					88,650.00		TaMA	MWU/GEC	DACF/IGF
155	Construction of toilet facility	Kambona-yili	Toilet constructed					135,684.00		TaMA	WMD	DDF
156	Provision of electricity	Tindan-Fona	Electricity provided					90,000.00		TaMA	Works Dept./GEC	UDG
157	Extension of electricity to Nyozie	Nyozie	Electricity provided					98,650.00		TaMA	MWU/GEC	DACF/IGF
158	Construction of teachers quarters at Jonshegu	Jonshegu	Teacher quarters constructed					135,000.00		TaMA	MED	DACF
159	Supply of electricity	Yarayile	Electricity provided					80,000.00		TaMA	Works Dept./GEC	UDG

160	Construction of 1 no. teachers bungalows	Dalogyili	Teachers bungalows constructed				145,000.00		TaMA	MED	DACF
161	Construction of 1 no. 20 seater toilet facility	Tishigu	Public toilet built				1,128,530.00		TaMA	WMD	DACF
162	Construction of a fence wall around the public toilet	Russian Bungalow/New Jakrayili	Fence wall constructed				60,000.00		TaMA	WMD	DACF
163	Provision of street lights	Kpamegu	Streetlights erected				77,369.00		TaMA	MWU/GEC	UDG
164	Provision of public toilet	Zujung	Public toilet built				125,684.00		TaMA	WMD	DDF
165	Construction of toilet facility	Nima Fong	Public toilet built				92,000.00		TaMA	WMD	DACF/IGF
166	Construction of public toilet for the Zujung community	Zujung	Public toilet built				115,684.00		TaMA	WMD	DDF
167	Extension of electricity	Kakpayili	Electricity provided				88,650.00		TaMA	MWU/GEC	DACF/IGF
168	Provision of street lights	Kakpayili	Street lights provided				87,369.00		TaMA	MWU/GEC	UDG
169	Construction of public toilet	Datoyili	Public toilet built				155,684.00		TaMA	WMD	DDF
170	Construction of public toilet	Gumbihini	Public toilet built				145,684.00		TaMA	WMD	DDF
171	Provision of street lights along the Karaga road-Mohiyihi	Mohiyihi-Agric	Streetlights erected				88,369.00		TaMA	MWU/GEC	UDG
172	Extension of electricity	Kukuo East	Electricity provided				77,369.00		TaMA	MWU/GEC	UDG
173	Extension of electricity to Gbewaa	Gbewaa	Electricity provided				98,650.00		TaMA	MWU/GEC	DACF/IGF
174	Construction of 3unit classroom block at Tafkiya school	Kukuo	Classroom block constructed				105,000.00		TaMA	MED	DACF
	6-Human Development, Productivity and Employment										

176	Desilting of dam	Gbabshei	Dam desilted				35,000.00		TaMA	WMD	IGF
177	Creating of speed ramps	Baglahi	Speed ramps created				175,234.00		DUR	TaMA	Road Fund
178	Provision of pipe borne water for Chanzeni community	Chanzeni	Pipe borne water provided				68,689.00		TaMA	Works Dept./GWCL	UDG/Donor Support
179	Construction of speed ramps for Zoborgu	Nantonzu	Speed ramps created				175,234.00		DUR	TaMA	Road Fund
180	Renovation of CHPS compound for Nantonzu	Nantonzu	CHPS compound renovated				75,000.00		TaMA	MHD	UDG
181	Monitoring and social investigation on NGOs	Tamale	NGOs monitored and investigated				20,000.00		TaMA	MLGRD/MF U/IAU/MBU/ MPCU	IGF
182	Vocational counseling and support for (PWDs)	Tamale	Vocational counseling and support provided for PWDs				5,000.00		TaMA	TaMA	IGF
183	Training in the writing of Human interest stories	Tamale	Training in writing of human interest stories done				165,000.00		TaMA	NGO's/LESDEP Sec	DACF/Donor support
184	Provision of speed ramps	Wamale	Speed ramps created				175,234.00		DUR	TaMA	Road Fund
185	Construction of health facility at Chanayili	Chanayili	CHPS compound provided				120,000.00		TaMA	MHD	UDG
186	Construction of health facility at Futa	Futa	CHPS compound provided				120,000.00		TaMA	MHD	UDG
187	Construction of speed ramps	Pagazaa	Speed ramps created				175,234.00		DUR	TaMA/GoG	Road Fund
188	Provision of pipe borne water at Tugu	Tugu	Pipe borne water provided				78,689.00		TaMA	Works Dept./GWCL	UDG/Donor Support/DACF
189	Construction of a 1 no. 3 unit school building	Labariga	School block constructed				70,000.00		TaMA	MED	DDF

190	Construction of speed ramps	Dufa	Speed ramps created				155,234.00		DUR	TaMA/GoG	Road Fund
191	Provision of school block	Cheko	School block constructed				100,000.00		TaMA	MED	DDF
192	Extension of water to Lahagu	Lahagu	Pipe borne water provided				97,689.00		TaMA	Works Dept./GWCL	UDG/Donor Support/DACF
193	Construction of roads	Gbulahibila	Roads constructed				1,025,639.05		DUR	TAMA/GoG	ROAD FUND
194	Construction of school block at Chanshegu	Chanshegu	School block constructed				110,000.00		TaMA	MED	DDF
195	Construction of road from Kakpagyili to Banvim	Banvim	Roads constructed				1,025,639.05		DUR	TAMA/GoG	ROAD FUND
196	Provision of computers to schools	Banvim	Computers supplied to school				20,000.00				
197	Construction and gravelling of roads	Jonshegu	Roads constructed				1,035,639.05		DUR	TAMA/GoG	ROAD FUND
198	Provision of kindergarten	Dalogyili	School built				90,000.00		TaMA	MED	DDF
199	Construction and sealing of the road	Old Jakarayili/Water son	Road constructed and sealed				1,025,639.05		DUR	TAMA/GoG	ROAD FUND
200	Creating of speed ramps	Nakpanzoo	Speed ramps created				145,234.00		DUR	TaMA/GoG	Road Fund
201	Supply of pipe borne water	Zujung	Pipe borne water provided				78,689.00		TaMA	Works Dept./GWCL	UDG/Donor Support
202	Construction of 1 no 3 unit classroom blocks	Kakpayili	School block constructed				110,000.00		TaMA	MED	DDF
203	Extension of portable drinking water	Nalung	Pipe borne water provided				88,689.00		TaMA	Works Dept./GWCL	UDG/Donor Support
204	Construction of 1 no. 3 unit roads with drainage	Nalung	Roads constructed with proper drainage				1,025,639.05		DUR	TAMA/GoG	ROAD FUND
205	Routine collection of rubbish	Nalung	Waste managed				16,551.41		TaMA	WMD/EHU	DACF

206	construction of 1no 3 unit school block	Cheshe	School block constructed				105,000.00		TaMA	MED	DDF
207	Extension of pipe borne water	Zoozugu	Pipe borne water provided				68,689.00		TaMA	Works Dept./GWCL	UDG/Donor Support
208	Supply of pipe borne water	Adubiliyili	Pipe borne water provided				98,689.00		TaMA	Works Dept./GWCL	UDG/Donor Support
209	Regular Desilting of drainage	Gumbihini	Drains desalted				50,000.00		TaMA	WMD	UDG
210	Provision of a refuse dumping site	Gumbihini	Refuse dump side provided				40,000.00		WMD	TaMA/ZOOM LION	UDG
211	Construction of bridge to link Mohiyibihi and Agric	Mohiyibihi-Agric	Bridge constructed				104,000.00		TaMA	WMD	UDG
212	Re-gravelling of Ambariya Islamic school compound	Mohiyibihi-Agric	Sch. Compound graveled				50,000.00		TaMA	TaMA/GES	DDF
213							165,000.00		TaMA	NGO's/LESDEP Sec	DACF/Donor support
214	Supply of pipe borne water	Bomahagu	Pipe borne water provided				78,689.00		TaMA	Works Dept./GWCL	UDG/Donor Support
215	Rehabilitation of Kpanvo Islamic school	Kpanvo Yakura	School rehabilitated				120,000.00		TaMA	MED	DDF
216	Organize quarterly meetings for staff of the transport Unit	TaMA Transport Yard	Quarterly meetings organized				4,600.00		TAMA	Private Sector	DACF/IGF
217	Organize vehicle maintenance and repair training for mechanics in transport	Tamale	Training organized				12,345.00		TAMA	TAMA	DACF/IGF/Donor Support
218	Purchase mechanics working tools	Tamale	Mechanic working tools purchased				17,500.00		TAMA	TAMA	DACF/IGF
219	Maintenance and repairs of vehicles	TaMA Transport Yard	Vehicles maintained and repaired				40,000.00		TAMA	TAMA	DACF/IGF
220	Regular lubricating/servicing of	TaMA	Vehicles lubricated and				16,000.00		TAMA	TAMA	DACF/IGF

	official vehicles	Transport Yard	serviced									
221	Organize vehicle maintenance and repair training for mechanics in transport	Tamale	Training organized				12,345.00		TAMA	TAMA	DACF/IGF/ Donor Support	
222	Organize driving training for drivers in transport	Tamale	Driving training organized				13,500.00		TAMA	TAMA	DACF/IGF/ Donor Support	
223	Provide protective clothing and uniform	TaMA Transport Yard	Protective clothing and uniform provided				15,000.00		TAMA	TAMA	DACF/IGF/ Donor Support	
224	Purchase mechanics working tools	Tamale	Working tools purchase				17,500.00		TAMA	TAMA	DACF/IGF	
225	Maintenance and repairs of vehicles	TaMA Transport Yard	Vehicles repaired and maintained				40,000.00		TAMA	TAMA	DACF/IGF	
	Transparent and Accountable Governance											
227	Privatize some revenue items	Metro wide	Revenue generation increased				2,800.00		TaMA	TaMA	DACF	
228	Update property data by recruiting a consultant for this exercise	Metro wide	Data updated				300,000.00		TaMA	TaMA	IGF	
229	Recruit a Consultant for PPP to implement the Model market concept	Metro wide	Consultant recruited				30,000.00		TAMA	MoTI/ Consultant	LGCSP	
230	Recruit a Consultant to prepare thematic maps on ratable properties	Metro wide	Consultant recruited				30,000.00		TAMA	MoTI/ Consultant	LGCSP	
231	Organise Social Accountability fora	Metro wide	Fora organized				25,000.00		TAMA	TaMA/ Private Investors	MoTI /MLGRD/D ACF	

232	Organise property Valuation exercise	Metro wide	Valuation exercise completed					200,000.00		TaMA	TaMA/Revenue Unit/MBO	IGF
233	Undertake street naming and property numbering exercise	Metro wide	Streets named and properties numbered					1,500,000.00		TaMA	MLGRD	DACF
234	Prepare base maps sites and analysis, make draft schemes for the consideration of stakeholders	Metro wide	Maps prepared					50,000.00		TaMA	MLGRD	DACF
235	Regularize the temporal development in permissible areas, recommend removal of temporal developments from non permissible areas	Metro wide	Permissible temporal development regularized and non permissible ones removed.					15,000.00		TaMA	MLGRD	IGF
236	Update and revise outmoded schemes	Metro wide	Schemes updated					10,000.00		TaMA	MLGRD	IGF
237	To receive, compile and process development applications as well as policy issues for discussion and vetting by Statutory Planning Committee quarterly	Metro wide	Quarterly development applications prepared.					9,000.00		TaMA	MLGRD	DACF
238	Hold quarterly budget committee meetings	TaMA	Quarterly meetings held					15,000.00		TaMA	MLGRD	DACF
239	Construct Revenue chart board	TaMA	Revenue chart board constructed					7,000.00		TaMA	MLGRD	DACF
240	Organise radio discussions and community durbars on the need to pay revenues	Tamale	Community durbars and radio discussions organized.					27,000.00		TaMA	MLGRD	DACF
241	Organise two Town Hall meetings	Communities	Town hall meeting organized					35,000.00		TaMA	TaMA	DACF
242	Privatise some revenue items	Metro wide	Revenue items privatized					1,900,000.00		TaMA	MLGRD	DACF
243	Hold fee fixing resolution meetings annually	Metro wide	Annual meetings held					20,000.00		TaMA	MLGRD	IGF
244	Organise and service district Entity Committee meeting quarterly	Metro wide	Quarterly meetings organized.					15,000.00		TaMA	MLGRD	IGF
245	Organise and service quarterly meetings of the Assembly	Metro wide	Quarterly meetings organized					55,000.00		TaMA	MLGRD	IGF

246	Organise and service quarterly meetings of the Executive Committee	Metro wide	Quarterly meetings organized				25,000.00		TaMA	MLGRD	DACF
247	Organise and service quarterly meetings of Assembly's Sub Committees	Metro wide	Quarterly meetings organized				55,000.00		TaMA	MLGRD	DACF
248	Running Cost of the office	Metro wide	Office cost runned				25,000.00		TaMA	MLGRD	DACF
249	Procure office logistics for Assembly	Metro wide	Logistics procured				120,000.00		TaMA	MLGRD	DACF
250	Servicing of International conferences and programmes	Metro wide	Conferences and programs serviced				250,000.00		TaMA	TaMA	DACF
251	Review of previous composite budget implementation	Metro wide	Budget reviewed				1,500,000.00		TaMA	MLGRD	IGF
252	Preparation of Annual Work plan and Composite budget	TaMA	Work plan and composite budget prepared				5,100,000.00		TaMA	MLGRD	DACF
253	Organise meetings of Metropolitan security service	Metro wide	Meetings organized				25,000.00		TaMA	MLGRD	IGF
254	Educate residents in the Metropolis on the need for peace before, during and after elections	Metro wide	Education completed				40,000.00		TaMA	MLGRD	DACF
255	Monitor tax collection	Metro wide	Tax collectors monitored				25,000.00		TaMA	TaMA	IGF
256	Organise radio discussions on political tolerance	Metro wide	Radio discussions organized				17,000.00		TaMA	TaMA/NCCE	IGF
257	Organise workshop on peace building	MPCU	Workshop organized				15,000.00		TaMA	TaMA/NCCE	IGF
258	Capacity building for staff members in procurement and project management	TaMA	Staff trained				55,000.00		TaMA	TaMA	UDG
259	Prepare citizens participation strategy	Tamale	Participation strategy prepared				35,000.00		TaMA	TaMA	DACF
260	Capacity building for Assembly staff	TaMA	Staff trained				55,000.00		TaMA	TaMA	DDF

TAMALE METROPOLITAN ASSEMBLY

ANNUAL ACTION PLAN 2016

District Goal: To develop the human resources of the area and achieve improved living standards in an atmosphere of peace and good neighborliness.

District Objective: To build a solid infrastructural base as a precondition for growth and development of all sectors of the district economy.

Table 5.3 ANNUAL ACTION PLANS 2016

No.	ACTIVITIES	LOCATION	OUTPUT INDICATORS	TIME SCHEDULE				ANNUAL BUDGET		IMPLEMENTING AGENCIES		FUNDING SOURCE
				Q1	Q2	Q3	Q4	GHC LOCAL	US\$ EXTERNAL	LEAD	PARTNERS	
	Thematic Area :											
	2-Enhancing Competitiveness in Ghana's Private Sector											
187	Loan for women groups	Gbabshei	Loans provided					115,684.00		TaMA	TaMA	DDF
188	Employment opportunities	Pagazaa	Youth employed					88,650.00		TaMA	MWU/GEC	DACF/IGF
189	Carry out data collection from industries	Tamale	Data collected					11,300.00		MoTI	TaMA	IGF
190	Collaborate with SNV, JICA and production groups to train groups in processing of quality products	Tamale	Training organized					23,240.00		MoTI	TaMA	IGF
191	Form task force to monitor activities	Tamale	Task force formed					31,750.00		TaMA	TaMA	IGF
192	Identify non-Ghanaians engaged in trade	Tamale	Non- Ghanaians identified					21,550.00		MoTI	TaMA	UDG
	Accelerated Agriculture Modernization and Sustainable Natural Resource Management											
194	Facilitate the collection and distribution of credit-in-kind sheep	Metro wide	1000 sheep are collected and redistributed to 100 farmers					125,684.00		TaMA	MADU	DDF

195	Data collection on credit – in- kind livestock production and mortality	Metro wide	Records on 1,200 sheep made available					92,000.00		TaMA	MADU	DACF/IGF
196	Train 30 farmers per zone on the conservation and utilization of crop residues for dry season feeding of livestock	Metro wide	A total of 120 farmers from the four zones of the metropolis trained on the conservation and utilization of crop residues for use as livestock feed in the dry season					115,684.00		TaMA	MADU	DDF
197	Train women on utilization of soybean with other cereals	Metro wide	100 women skills enhanced and improved their family nutrition					88,650.00		TaMA	MADU	DACF/IGF
198	Train farmers on improved seed production and certification	Metro wide	200 farmers' knowledge and skills in good seed production enhanced.					105,684.00		TaMA	MADU	DDF
199	Recovery of block farm inputs	Nantonzo	GHS 207,746.00 to be recovered and paid into block farm account					155,684.00		TaMA	MADU	DDF

200	Support Youth Farmer groups with inputs into maize, rice and soya bean production annually	Kukuo	200 farmer groups supported to increased production of the major crops					105,000.00		TaMA	MADU	DACF
201	Provide Irrigational facility	Pagazaa ,Tugu	Irrigation facility provided					300,000.00		MoFA	TAMA	AgSSIP
	Infrastructure, Energy and Human Settlements											
203	Extension of Electricity	Chicheli	Electricity provided					145,684.00		TaMA	VRA/NED	DDF
204	Construction of Speed ramps	Zoborgu,Choggu Yapala, Chekor, Lahagu,Nima Fong, Nalong, Chanzeni	Speed ramps provided					238,369.00		TaMA	GoG/TaMA	DACF
205	Extension of Pipe borne water	Gbabshei	Pipe borne water provided					35,000.00		TaMA	WMD	IGF
206	Erection of streetlights from Mirihca Hotel to Kukuo market	Kukuo	Streetlight provided					350,000.00		TaMA	TaMA/VRA	UDG
207	Provision of Pipe borne water	Kobilmahgu , Chenzeni, Gbabshei,	Pipe borne water provided					128,689.00		TaMA	Works Dept./GWCL	UDG/Donor Support
208	Installation of Poly tanks for school	Chenzeni	Poly tank provided					175,234.00		TaMA	TaMA/WASH	UDG
209	Construction of Road network	Tindan fona, Chana yili, Juni,Futa, Mohiyibili	Roads constructed					450,000.00		TaMA	Feeder Roads/TaMA	DDF
210	Provision of street light	Karaga-mohiyibili,	Streetlights provided					170,000.00		TaMA	TaMA/VRA	DDF

		Agric										
211	Construction drains along the road	Kukuo east	Drains constructed					97,689.00		TaMA	Works Dept./GWCL	DACF
	6-Human Development, Productivity and Employment											
213	Construction of 2 No. 6 unit classroom	Lamashegu J.H.S & Aalu Ibrahim	Classroom block constructed					220,000.00		TaMA	MED	DDF
214	Construction of Health facility	Pagazaa	Health facility provided					1,025,639.05		TaMA	TAMA/GHS	DDF
215	Construction of 2 no. 3 unit classroom block for JHS	Nantonzuo, Dunyin	Classroom block constructed					125,000.00		TaMA	TaMA/GES	DDF
216	Renovation of classroom block	Parishei	School renovated					90,000.00		TaMA	MED	DDF
217	Construction of ICT centre	Dalogyili	ICT center constructed					105,639.05		DUR	TAMA/GoG	IGF
218	Construction of CHPS compound	Wamale, Chanayili, Dufa	CHPS compound constructed					1,735,639.05		TaMA	TaMA/GHS	DDF
219	Construction of 3 unit JHS block	Dalogyili	Classroom block constructed					110,000.00		TaMA	MED	DDF
220	Community Clinic	Kakpagyili	Community clinic built					1,025,639.05		TaMA	TAMA/GHS	DDF
	7-Transparent and Accountable Governance											
222	Privatize some revenue items	Metro wide	Revenue generation increased					12,800.00		TaMA	TaMA	DACF
223	Update property data by recruiting a consultant for this exercise	Metro wide	Data updated					300,000.00		TaMA	TaMA	IGF
224	Recruit a Consultant for PPP to implement the Model market concept	Metro wide	Consultant recruited					30,000.00		TAMA	MoTI/ Consultant	LGCSP
225	Recruit a Consultant to prepare thematic maps on ratable properties	Metro wide	Consultant recruited					30,000.00		TAMA	MoTI/ Consultant	LGCSP

226	Organise Social Accountability fora	Metro wide	Fora organized					25,000.00		TAMA	TaMA/ Private Investors	MoTI /MLGRD/D ACF
227	Organise property Valuation exercise	Metro wide	Valuation exercise completed					200,000.00		TaMA	TaMA/Revenue Unit/MBO	IGF
228	Undertake street naming and property numbering exercise	Metro wide	Streets named and properties numbered					1,500,000.00		TaMA	MLGRD	DACF
229	Prepare base maps sites and analysis, make draft schemes for the consideration of stakeholders	Metro wide	Maps prepared					50,000.00		TaMA	MLGRD	DACF
230	Regularize the temporal development in permissible areas, recommend removal of temporal developments from non permissible areas	Metro wide	Permissible temporal development regularized and non permissible ones removed.					15,000.00		TaMA	MLGRD	IGF
231	Update and revise outmoded schemes	Metro wide	Schemes updated					10,000.00		TaMA	MLGRD	IGF
232	To receive, compile and process development applications as well as policy issues for discussion and vetting by Statutory Planning Committee quarterly	Metro wide	Quarterly development applications prepared.					9,000.00		TaMA	MLGRD	DACF
233	Hold quarterly budget committee meetings	TaMA	Quarterly meetings held					15,000.00		TaMA	MLGRD	DACF
234	Construct Revenue chart board	TaMA	Revenue chart board constructed					7,000.00		TaMA	MLGRD	DACF
235	Organise radio discussions and community durbars on the need to pay revenues	Tamale	Community durbars and radio discussions organized.					27,000.00		TaMA	MLGRD	DACF
236	Organise two Town Hall meetings	Communities	Town hall meeting organized					35,000.00		TaMA	TaMA	DACF
237	Privatise some revenue items	Metro wide	Revenue items privatized					1,900,000.00		TaMA	MLGRD	DACF

238	Hold fee fixing resolution meetings annually	Metro wide	Annual meetings held					20,000.00		TaMA	MLGRD	IGF
239	Organise and service district Entity Committee meeting quarterly	Metro wide	Quarterly meetings organized.					15,000.00		TaMA	MLGRD	IGF
240	Organise and service quarterly meetings of the Assembly	Metro wide	Quarterly meetings organized					55,000.00		TaMA	MLGRD	IGF
241	Organise and service quarterly meetings of the Executive Committee	Metro wide	Quarterly meetings organized					25,000.00		TaMA	MLGRD	DACF
242	Organise and service quarterly meetings of Assembly's Sub Committees	Metro wide	Quarterly meetings organized					55,000.00		TaMA	MLGRD	DACF
243	Running Cost of the office	Metro wide	Office cost runned					25,000.00		TaMA	MLGRD	DACF
244	Procure office logistics for Assembly	Metro wide	Logistics procured					120,000.00		TaMA	MLGRD	DACF
245	Servicing of International conferences and programmes	Metro wide	Conferences and programs serviced					250,000.00		TaMA	TaMA	DACF
246	Review of previous composite budget implementation	Metro wide	Budget reviewed					1,500,000.00		TaMA	MLGRD	IGF
247	Preparation of Annual Work plan and Composite budget	TaMA	Work plan and composite budget prepared					5,100,000.00		TaMA	MLGRD	DACF
248	Organise meetings of Metropolitan security service	Metro wide	Meetings organized					25,000.00		TaMA	MLGRD	IGF
249	Educate residents in the Metropolis on the need for peace before, during and after elections	Metro wide	Education completed					40,000.00		TaMA	MLGRD	DACF
250	Monitor tax collection	Metro wide	Tax collectors monitored					25,000.00		TaMA	TaMA	IGF
251	Organise radio discussions on political tolerance	Metro wide	Radio discussions organized					17,000.00		TaMA	TaMA/NCCE	IGF
252	Organise workshop on peace building	MPCU	Workshop organized					15,000.00		TaMA	TaMA/NCCE	IGF
253	Capacity building for staff members in procurement and project management	TaMA	Staff trained					55,000.00		TaMA	TaMA	UDG

254	Prepare citizens participation strategy	Tamale	Participation strategy prepared					35,000.00		TaMA	TaMA	DACF
255	Capacity building for Assembly staff	TaMA	Staff trained					55,000.00		TaMA	TaMA	DDF

TAMALE METROPOLITAN ASSEMBLY TAMALE METROPOLITAN ASSEMBLY
ANNUAL ACTION PLAN AND BUDGET 2017

District Goal: To develop the human resources of the area and achieve improved living standards in an atmosphere of peace and good neighborliness.

District Objective: To build a solid infrastructural base as a precondition for growth and development of all sectors of the district economy.

Table 5.4 ANNUAL ACTION 2017

No.	ACTIVITIES	LOCATION	OUTPUT INDICATORS	TIME SCHEDULE				ANNUAL BUDGET		IMPLEMENTING AGENCIES		FUNDING SOURCE
				Q1	Q2	Q3	Q4	GHC LOCAL	US\$ EXTERNAL	LEAD	PARTNERS	
	Thematic Area :											
	Enhancing Competitiveness in Ghana's Private Sector											
256	Build a data base of Development partners	MPCU Secretariat	Data base established					5,000.00		TAMA	Development partners	IGF
257	Organize two town hall meetings	Tamale Sports Stadium	Reports of meetings written					60,000.00		TAMA	Local citizens	TAMA

258	Organize two Development partners platform meetings	Tamale Sports Stadium	Minutes of DPP meetings					30,000.00		TAMA	DPs/NGOs	DACF
259	Prepare progress reports on project implementation	MPCU Secretariat	Reports					3,000.00		TAMA	Decentralized Depts./RCC	DACF
260	Provide employment for youth	Gbabshei	50 youth employed					200,000.00		TaMA	Development partners	DACF
261	Hold quarterly management meetings	Tamale	Minutes of meetings written					23,000.00		TaMA	TaMA	DACF
262	Carry market surveys quarterly	Metro wide	Surveys conducted					17,800.00		MoTI	TaMA	IGF
263	Validation of reports on Monitory and Evaluation and MDA.	Metro wide	Quarterly and annual reports validated					10,000.00		TaMA	TaMA	DACF
264	Conduct MRACLS to update database on major crops grown in the northern region	Metro wide	Data on farm holders made available and analyzed for forecasting Form 4 analysis completed and yield figures for the 2016 cropping season available					20,000.00		TaMA	MoFA	DACF
265	Conduct quarterly sentinel site surveys	Metro wide	100 households and communities food security situation accessed					30,000.00		TaMA	MoFA	IGF

266	Establish on-farm Demonstrations fields on maize, rice and soya	Metro wide	20 communities benefited Demonstration Packages					20,000.00		TaMA	MoFA	IGF
267	Organize field days to demonstrate technological packages.	Metro wide	40 field days organized to extend technologies to many more farmers in the metropolis.					35,000.00		TaMA	MoFA	IGF
268	To improved institutional Coordination.	Metro wide	To develop and implement effective communication and adequately resource cost centres					20,000.00		TaMA	TaMA	IGF
	-Human Development, Productivity and Employment											
272	Organize quarterly meetings for staff of the transport Unit	TaMA Transport Yard	Quarterly meetings organized					9,600.00		TAMA	Private Sector	DACF/IGF
273	Organize vehicle maintenance and repair training for mechanics in transport	Tamale	Vehicles maintained and repaired					5,345.00		TaMA	TaMA	DACF/IGF/Donor Support
274	Organize driving training for drivers in transport	Tamale	Training organized					9,500.00		TaMA	TaMA	DACF/IGF/Donor Support

275	Provide protective clothing and uniform	TaMA Transport Yard	Protective clothing and uniform provided					25,000.00		TaMA	TaMA	DACF/IGF/Donor Support
276	Purchase mechanics working tools	Tamale	Mechanics tools purchased					19,500.00		TaMA	TaMA	DACF/IGF
277	Maintenance and repairs of vehicles	TaMA Transport Yard	Vehicles repaired and maintained					50,000.00		TaMA	TaMA	DACF/IGF
278	Regular lubricating/servicing of official vehicles	TaMA Transport Yard	Vehicles serviced					26,000.00				DACF/IGF
279	Open up roads	Baglahi	Roads opened					90,000.00		TAMA	SRWSP	SRWSP
280	Open up roads	Chanzeni	Roads opened					90,000.00		TAMA	SRWSP	SRWSP
281	Health facility	Dunyin	CHIPS compound built					90,000.00		TAMA	SRWSP	SRWSP
282	Security lamps	Dalogyili, Tishigu	Security lamps provided					9,000,000.00		TAMA	AESL	DACF
283	Streetlights	Zujung	Streetlight provided					1,000,000.00		TaMA	TaMA	UDG
284	Construction of storm drain	Bomahagu	Storm drain constructed					30,000.00		TaMA	TaMA	DACF
	7-Transparent and Accountable Governance											
286	Privatize some revenue items	Metro wide	Revenue generation increased					16,800.00		TaMA	TaMA	DACF
287	Update property data by recruiting a consultant for this exercise	Metro wide	Data updated					380,000.00		TaMA	TaMA	IGF

288	Recruit a Consultant for PPP to implement the Model market concept	Metro wide	Consultant recruited					40,000.00		TAMA	MoTI/ Consultant	LGCSP
289	Recruit a Consultant to prepare thematic maps on ratable properties	Metro wide	Consultant recruited					39,000.00		TAMA	MoTI/ Consultant	LGCSP
290	Organize Social Accountability fora	Metro wide	Fora organized					35,000.00		TAMA	TaMA/ Private Investors	MoTI /MLGRD/DACF
291	Organize property Valuation exercise	Metro wide	Valuation exercise completed					250,000.00		TaMA	TaMA/Revenue Unit/MBO	IGF
292	Undertake street naming and property numbering exercise	Metro wide	Streets named and properties numbered					2,500,000.00		TaMA	MLGRD	DACF
293	Prepare base maps sites and analysis, make draft schemes for the consideration of stakeholders	Metro wide	Maps prepared					59,000.00		TaMA	MLGRD	DACF
294	Regularize the temporal development in permissible areas, recommend removal of temporal developments from non permissible areas	Metro wide	Permissible temporal development regularized and non permissible ones removed.					19,000.00		TaMA	MLGRD	IGF
295	Update and revise outmoded schemes	Metro wide	Schemes updated					18,000.00		TaMA	MLGRD	IGF
296	To receive, compile and process development applications as well as policy issues for discussion and vetting by Statutory Planning Committee quarterly	Metro wide	Quarterly development applications prepared.					13,000.00		TaMA	MLGRD	DACF
297	Hold quarterly budget committee meetings	TaMA	Quarterly meetings held					19,000.00		TaMA	MLGRD	DACF

298	Construct Revenue chart board	TaMA	Revenue chart board constructed					17,000.00		TaMA	MLGRD	DACF
299	Organise radio discussions and community durbars on the need to pay revenues	Tamale	Community durbars and radio discussions organized.					9,000.00		TaMA	MLGRD	DACF
300	Organise two Town Hall meetings	Communities	Town hall meeting organized					39,000.00		TaMA	TaMA	DACF
301	Privatise some revenue items	Metro wide	Revenue items privatized					2,900,000.00		TaMA	MLGRD	DACF
302	Hold fee fixing resolution meetings annually	Metro wide	Annual meetings held					30,000.00		TaMA	MLGRD	IGF
303	Organise and service district Entity Committee meeting quarterly	Metro wide	Quarterly meetings organized.					25,000.00		TaMA	MLGRD	IGF
304	Organise and service quarterly meetings of the Assembly	Metro wide	Quarterly meetings organized					65,000.00		TaMA	MLGRD	IGF
305	Organise and service quarterly meetings of the Executive Committee	Metro wide	Quarterly meetings organized					35,000.00		TaMA	MLGRD	DACF
306	Organise and service quarterly meetings of Assembly's Sub Committees	Metro wide	Quarterly meetings organized					60,000.00		TaMA	MLGRD	DACF
307	Running Cost of the office	Metro wide	Office cost runned					30,000.00		TaMA	MLGRD	DACF
308	Procure office logistics for Assembly	Metro wide	Logistics procured					150,000.00		TaMA	MLGRD	DACF
309	Servicing of International conferences and programmes	Metro wide	Conferences and programs serviced					350,000.00		TaMA	TaMA	DACF
310	Review of previous composite budget implementation	Metro wide	Budget reviewed					1,900,000.00		TaMA	MLGRD	IGF
311	Preparation of Annual Work plan and Composite budget	TaMA	Work plan and composite budget prepared					5,760,000.00		TaMA	MLGRD	DACF

312	Organise meetings of Metropolitan security service	Metro wide	Meetings organized					30,000.00		TaMA	MLGRD	IGF
313	Educate residents in the Metropolis on the need for peace before, during and after elections	Metro wide	Education completed					49,000.00		TaMA	MLGRD	DACF
314	Monitor tax collection	Metro wide	Tax collectors monitored					30,000.00		TaMA	TaMA	IGF
315	Organise radio discussions on political tolerance	Metro wide	Radio discussions organized					27,000.00		TaMA	TaMA/NCCE	IGF
316	Organise workshop on peace building	MPCU	Workshop organized					25,000.00		TaMA	TaMA/NCCE	IGF
317	Capacity building for staff members in procurement and project management	TaMA	Staff trained					75,000.00		TaMA	TaMA	UDG
318	Prepare citizens participation strategy	Tamale	Participation strategy prepared					45,000.00		TaMA	TaMA	DACF
319	Capacity building for Assembly staff	TaMA	Staff trained					75,000.00		TaMA	TaMA	DDF

CHAPTER SIX

MONITORING AND EVALUATION ARRANGEMENTS

6.1 *Monitoring*

The Medium Term Development Plan 2014-2017 was prepared following the National Development Planning Commission's Guidelines. The Guidelines also emphasize on the importance of monitoring and evaluation for a successful plan implementation if the objectives of the plan were to be achieved. The objective oriented method was used in the preparation of MTDP 2014-17, a POCC analysis was done based on both secondary and primary data. The MTDP had as its hallmark the improvement of agricultural production and productivity as well as an improved quality of education and health which will ultimately improve the living standard of the people in the Metropolis.

However, a well designed MTDP if not implemented consciously will be an effort in futility. Therefore effective monitoring and evaluation schemes have to be designed to ensure that this plan is translated into reality. With effective and efficient collaboration and coordination among stakeholders in its implementation, the Metropolis will make giant strides in the socio-economic development of the area. As the saying goes "the beauty of a plan lies in its implementation".

Implementation will be monitored and periodic monitoring reports prepared and submitted to the Regional Coordinating Council. Three types of reports will be generated during implementation:

Routine monitoring reports will be prepared after each monitoring visit by the team. This type of report essentially will aim at ensuring quality implementation and recommending swift corrective measures to implementation defects as well as serving as the basis for quick management decisions regarding progress of work on each project.

Quarterly and Annual reports on implementation shall also be prepared with copies sent to the Regional Coordination Council and the National Development Planning Commission.

The Metropolitan Monitoring Team members are:

1. Metropolitan Coordinating Director
2. Metropolitan Planning Officer
3. Metropolitan Budget Officer
4. Metropolitan Finance Officer
5. Metropolitan Director of Health Services

6. Metropolitan Director of Education
7. Metropolitan Director of Agriculture
8. Metropolitan Director of Social Welfare and Community Development
9. Metropolitan Works Engineer
10. Nominee of the Metropolitan Assembly
11. The Gender Desk Officer

Monitoring and Evaluation Frame

Tamale Metropolitan Assembly Monitoring Sheet	
Thematic Area:	
Department/Area:	
Activity:	Expected Output:
Date:	
Time:	Expected Outcome:
Names of Monitoring Team Members:	Activity budget:
	Remarks:
1.	
2.	
3.	
4.	
Name of Team Leader	
.....	
(Signature of Team Leader)	

6.2 Evaluation Schemes

Evaluation is the systematic and objective assessment of the design, implementation and results of an ongoing or completed project, programme or policy. The TaMA would like to assess the impacts of both physical and non-physical projects and activities that would be implemented from the MMTDP 2010-2013. Some of the assessments would be conducted at the end of the plan period to provide information as to whether there had been an impact and if there is an impact to what extent? This would assist the Assembly in the redirection of programmes and activities as well as the preparation of the MMTDP 2014-18. Evaluation questionnaires would be designed for the various departments alongside donor and other CSOs programmes. The summary of the evaluation would be completed in an evaluation sheet presented below.

Figure 6.2 Evaluation Scheme

Tamale Metropolitan Assembly Evaluation Sheet	
Thematic Area: Area:	
Goal:	
Objectives:	
Activity:	Expected Output:
Date:	
Time:	Expected Outcome:
Names of Evaluation Team Members:	Activity budget:
1.	Remarks:
2.	
3.	
4.	
Name of Team Leader	
.....	
(Signature of Team Leader)	

CHAPTER SEVEN

COMMUNICATION STRATEGY

7.0 Introduction

Communication is very important in the implementation process of development plans. An effective and efficient communication strategy would keep stakeholders informed at all times about the progress of plan implementation and associated challenges. This would set the stage for stakeholder participation in order to address any implementation lapses and thus enhance the achievement of planned objectives and goals.

A plan would be successfully implemented when the contents of the plan are well communicated and marketed to all stakeholders including beneficiaries and potential development partners. Communicating the plan creates an opportunity for partners to understand where they fit, in the implementation of the plan and therefore prepare to buy into the implementation.

The Tamale Metropolitan Assembly in its effort to implement the MTDP 2014-17 will adopt among others the following communication strategies to engage all stakeholders and the general public in the implementation.

7.1 Public Hearing

The first most important communication strategy of the Plan is to organize a public hearing on the plan. The Public Hearing would bring together all key stakeholders in the Metropolis such as Assembly Members, Community representatives, Traditional Authority, MPs, Heads of Decentralised Departments, CSOs, NGOs, Organised Trades Associations, private sector operators, the media and the general public to listen to and understand the contents of the Development Plan (D-Plan). This would afford them the opportunity to make critical analysis, suggestions and contributions to the Plan.

Contributions and from the Public Hearing would be factored into the draft document before submission to the National Development Planning Commission and the Regional Coordinating Council for their study, inputs and recommendation before finalisation of the Plan.

7.2 General Assembly

The Plan shall be communicated to Honourable Assembly members during the General Assembly sessions. Though the Assembly members had been part of the preparation of the development plan from the very beginning, it is important that the draft is further communicated to them so that they better understand it and therefore communicate back to their electorates on proposed programmes and projects in the plan. Especially for them to know what stake their respective electoral areas have in the Plan.

7.3 Radio Programmes

Being the only Metropolis in the three northern regions with an advantage of six radio stations and their affiliations to other radio stations in other parts of the country, the

Assembly will use some if not all these stations to communicate the MMTDP 2010-13 to the ordinary person in the local languages. Most of the Assembly programmes, projects and activities are communicated to the people through phone-in radio programmes. The MPCU in collaboration with the Metro Public Relations Officer (PRO) will carry out organized education programmes on the MMTDP 2010-13 to the public.

7.4 News Letter

TaMA has a Newsletter. The next edition of the Newsletter will capture programmes and activities of the MMTDP 2010-13. This form of communication will offer the literate population the opportunity to read and know what activities would be implemented within the four years. Some of the people could make contributions by contacting the MPCU directly for further discussion or through the electronic mail.

7.5 Durbars

Durbars are another communication strategy that the Metropolis would use to communicate the MTDP 2010-13. Durbars are organised to celebrate certain festive occasions or a means by which developmental issues are discussed. During such activities, an opportunity could be created for the Plan to be discussed and suggestions imputed into the implementation process.

7.6 Internet Networking

The TaMA has a website in worldwide web (the internet). Some parts of the Plan would be published in the Assembly's web site for the general public to access, read and make contributions. Suggestions and contributions would be factored into the implementation of the Plan.

7.7 Departmental Programmes

During the execution of departmental programmes such as community immunization exercises, education weeks and Metropolitan Farmers' Day, most community members are always present. The Assembly will discuss issues in the Plan alongside the departmental programmes. Suggestions, contributions and feedback on the needs and aspirations of community members would be collated and factored into the implementation process.

These are the major communication strategies but as some programmes would unfold, the Assembly may use them to communicate the plan for the benefit of the people.

Appendices

Medium Term Development Plan 2014-2017 (Plan Preparation Team Members)

No.	Name	Sector/Department	Responsibility	Contact details
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15.				
16.				
17.				
18.				
19.				
20.				

Source: Metropolitan Planning Coordinating Unit, 2013