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1.1 INTRODUCTION

The Tema Metropolis is a coastal district situated about 30km East of Accra, the capital city of Ghana. It shares boundaries on the North-East with the Kpone Katamanso Municipality, South-West by Krowor Municipality, West by Tema West Municipality, North by Ashaiman Municipality and the South by the Gulf of Guinea. The Metropolis covers an area of about 53.0km² and lies within the coastal savannah zone (TMA, 2020).

The Greenwich Meridian (i.e. Longitude 0°) passes through the Metropolis, which meets the equator or latitude 0° in the Ghanaian waters of the Gulf of Guinea. The Metropolis proximity to the sea with its low lying terrain which projects into the sea makes it a natural endowment for a harbour. This evidently informed the decision for the construction of the Tema Harbour in 1957, making the Metropolis “the Eastern Gateway of Ghana”.

According to the 2010 Population and Housing Census, the total population of the Tema Metropolitan Assembly was 292,773. This consists of 139,958 males representing 47.8% and 152,815 females representing 52.2%. The Metropolis has no rural settlements. The 2020 projected population of the Metropolis is pegged at 362,266 persons. The Metropolis however has a floating population of about 30,000 persons who only come to transact business in the Metropolis on a daily basis.

With the introduction of the Local Government Act (Act 462) now (Act 936), the Metropolitan, Municipal and District Assemblies (MMDAs) are mandated to prepare, implement, monitor and evaluate development plans aimed at spearheading the development agenda of MMDAs. The MTDPs are prepared based on the policy framework prepared by NDPC. The 2020 Annual Progress Report is therefore prepared based on the Coordinated Programme of Economic and Social Development Policies (2017-2024) with “Agenda for Jobs: Creating Prosperity and Equal Opportunity for All” as its main theme. The goal of the Tema Metropolitan Assembly’s Medium Term Development Plan for the period is to attain sustained accelerated growth and improve on the standard of living of the people in an environmentally sustainable manner. The main thematic areas/dimensions of the framework include:

- Create opportunities for all Ghanaians;
- Safeguard the natural environment and ensure a resilient, built environment;
- Maintain a stable, united and safe society; and
- Build a prosperous society.

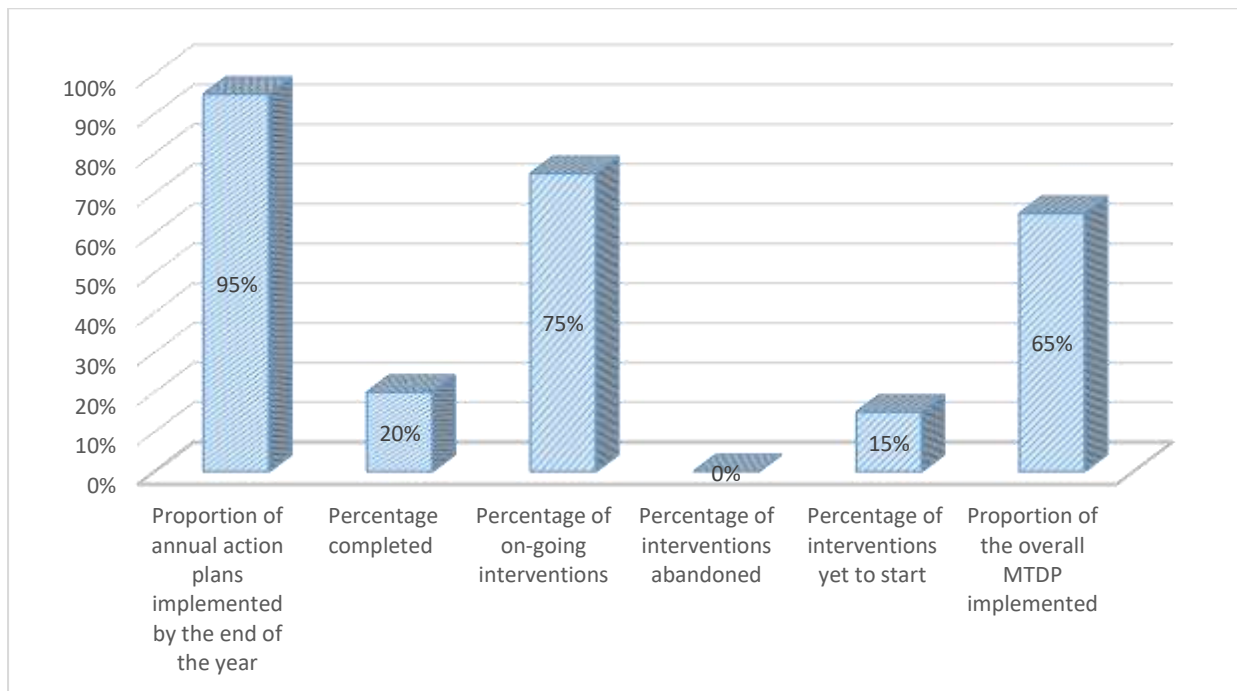
Following the Assembly’s Monitoring and Evaluation (M&E) Plan, enhancing efficiency, effectiveness, acceptability, value for money and impact were the main underlining principles for project implementation. On the average, 65% of the 2018-2021 MTDP have been implemented as at September, 2020. For the year 2020, the Assembly implemented 95% of programmes and projects contained in the AAP (see Table 1.1). The total number of programmes and projects in the 2020 AAP is 92. The number of projects contained in the 2020 AAP has been reduced to 92 based on the mid-year revision which reduced the number of activities from 151 to the current number. Out of this, 87 of the activities representing 95% have been executed and are at various stages of completion. This implies that 5 projects (5%) of projects and programmes are yet to start (Refer to Table 1.1 and Figure 1.1).

Table 1.1: Proportion of DMTDP Implemented

Indicator	Baseline (2017)	Target 2018	Actual 2018	Target 2019	Actual 2019	Target 2020	Actual 2020	Target 2021	Actual 2021
Proportion of annual action plans implemented by the end of the year	95%	100%	94%	100%	95%	100%	95%	100%	N/A
a. Percentage completed	93%	100%	93%	100%	70%	100%	20%	100%	N/A
b. Percentage of on-going interventions	2%	0%	1%	0%	25%	0%	75%	0%	N/A
c. Percentage of interventions abandoned	0%	0%	0%	0%	0%	0%	0%	0%	N/A
d. Percentage of interventions yet to start	5%	0%	6%	0%	5%	0%	15%	0%	N/A
Proportion of the overall MTDP implemented	90%	25%	20%	50%	46%	85%	65%	100%	N/A

Source: TMA, 2020

Figure 1.1: Proportion of DMTDP Implemented



Source: TMA, 2020

Several processes were adopted during the implementation of the MTDP (2018-2021) to monitor and evaluate programmes /project implementation. The summary of these activities are indicated below.

Monitoring

- Involvement of key stakeholders in designing the checklist
- Frequent quarterly meetings by MPCU members
- Regular site meetings involving key stakeholders
- Regular composite monitoring by Development Planning Sub-committee and other committees of the Assembly
- Quarterly monitoring by RCC, the Local Government Ministry, DACF Team, etc.
- Quarterly report and feedback mechanisms by the Assembly and other stakeholders
- Quarterly reports by decentralized departments/units/committees

Evaluation

Evaluation of the MTDP was carried out as follows:

- Mid-year reviews of programmes and projects
- Annual reviews

- Mid-term review of selected projects
- Quarterly reviews by MPCU
- Quarterly/Annual review by NDPC and GARCC

The Assembly encountered various challenges in implementing the Annual Action Plan (2020 AAP) and DMTDP (2018-2021). Key among them were inadequate revenue mobilization, weak sewer infrastructure, inadequate land for development projects, delays in the release of funds such as the DACF and DACF-RFG, increased number of emergency projects (such as the outbreak of Covid-19) and inadequate IGF resulting from the carving of Tema West from the Tema Metro as well as logistical challenges. The above have implications on the achievement of the long term goal of attaining sustained accelerated growth and improving on the standard of living of the people in an environmentally sustainable manner. Thus, inadequate resources have effects on the Assembly's ability to provide the modern services required to achieve this goal. Also, because the number of emergency projects (i.e. measures to contain the spread of the Corona Virus) have increased, hence, Assembly is unable to execute all the projects earmark for the year, 2020.

Purpose of the M & E for the Period

- To identify and analyze respective stakeholders who could affect the outcome of the MTDP i.e. it is a communication tool that outlines various roles and responsibilities.
- To define appropriate indicators and set achievable targets in relation to the MTDP goals and objectives.
- To enable TMA to work more effectively and efficiently towards achieving set goals and objectives.
- The M&E report organizes other Assembly plans for data collection, analysis, use, and data quality.
- It also outlines specific strategies and tools to encourage informed decision making.
- It engages a wider body of people in the Assembly and outside and also ensures that M&E is participatory
- Also to fulfill the legal underpinnings (Act, 479, 480, 936 and the 1992 Constitution)

The report therefore covers projects and programmes as well as achievements chalked for the 2020 year under the Metropolitan Medium Term Development Plan (2018-2021). The report

discusses the general introduction, major achievements, and key development challenges of the Assembly within the plan period, PM&E, statuses of key programmes in the metropolis, update on disbursement of funds and indicators, among others.

2.1 MONITORING AND EVALUATION ACTIVITIES REPORT

2.1.1 Programmes and Project Status for the Year

The status of programmes and projects are discussed below in Table 1.2.

Table 1.2: Create opportunities for all Ghanaian (Social Development)

NO.	DESCRIPTION OF PROJECT	DEV'T DIMENSION OF THE POLICY FRAMEWORK	LOC.	CONTRACTOR	CONTRACT SUM (GHC)	DATE AWARDED	DATE STARTED	EXPECTED COMP. DATE	SOURCE OF FUNDING	EXPEND. TO DATE (GHC)	OUTSTANDING BALANCE	IMPL. STATUS %	REMARKS
1.	Construction of 4-Storey TMA New Administration Block at Comm. 1	Social Development	Comm. 1	M/s IT Cosap Ghana Limited	6,726,920.00	7/04/2015	21/04/15	31/12/18	IGF	5,526,060.87	1,200,859.13	66%	Project has stalled
2.	Construction of two (2) Storey 12-unit classroom Block community 7 No.1 and 2 JHS	Social Development	Comm. 7	Orlin Constr. Gh. Ltd.	2,302,878.18	2/02/2018	16/02/18	2/12/2018	DACF	638,400.05	1,664,478.13	45%	Work on superstructure on-going
3.	Supply and installation of 3000 LED streetlights in the Tema Metropolis	Social Development	Metro wide	Derkak Construction Co. Ltd.	2,360,856.00	14/12/18	21/12/18	14/06/19	DACF/IGF	1,950,000	410,856	20%	On-going
4.	Renovation of office block, construction fence wall and pavement at the Tema East Sub-Metro office in the Tema Metropolis	Social Development	Tema East	M/S Jaysee Co. Ltd.	1,302,381.23	18/07/18	1/08/18	18/01/19	DACF	290,317.92	1,012,063.31	65%	On-going
5.	Sandcrete block fence wall for Manhean Primary and Methodist Basic	Social Development	Comm. 1	Fekiop Ltd.	365,707.20	21/12/17	29/12/17	21/12/18	IGF	150,000.00	215,707.20	30%	On-going

6.	Construction of sandcrete Block Fence Wall for TMA Comm.1, Twedase JHS and Akodzo JHS	Social Development	Comm. 1	Limstad Company Limited	598,831.70	30/09/19	08/10/19	30/03/20	IGF/ DACF	300,000.00	298,831.37	100%	completed
7.	Construction of Sandcrete block fence wall for TMA Comm. 8 3&2 JHS	Social Development	Comm. 8	M/S Emirate Plus Ghana Ltd	737,317.98	29/08/18	05/09/18	29/08/19	IGF	417,351.69	319,966.29	80%	On-going
8.	Construction of sandcrete block fence wall for TMA Community 7 No.1 Basic Sch. And Community 7 Social Centre	Social Development	Comm. 7	M/S Orlin Ltd	357,779.73	11/01/18	18/01/18	14/11/18	IGF	292,713.94	65,065.79	90%	On-going
9.	Construction of sandcrete block fence wall for T.M.A Comm. 1 Presby Primary and Oninku	Social Development	Comm. 1	M/S Desdek Enterprise	703,859.78	14/05/18	28/05/18	1/10/2018	IGF	50,000.00	653,859.78	5%	Abandoned
10.	Construction of sandcrete block fence wall for Tema Redemption Valley School and Rahamniya Islamic Basic Sch.	Social Development	Comm. 9	M/S Alhassan Billa Co. Ltd	703,253.88	14/05/18	28/05/18	15/10/18	DACF	131,883.32	571,370.56	60%	Abandoned
11.	Paving of TMA Main Lorry Station	Economic Development	Comm. 1	M/S Kros Project Ltd	734,748.96	16/03/2020	20/3/2020	16/06/2020	DACF- RFG	398573.30	336,175.66	100%	completed
12.	Renovation of Tema Central Sub-Metro	Social Development	Comm. 4	M/S MTJ Bamba Company Ltd	281,402.88	16/03/2020	24/03/2020	16/06/2020	DACF	100,000.00	181,402.88	95%	On-going

13.	Construction of store and its ancillary facilities for TMA	Social Development	Comm. 1	M/S Solutions Ltd	438,909.72	16/03/2020	24/03/20	16/09/20	IGF	191,983.58	246,926.14	60%	Awarded
14.	Extension of water and installation of 14nr 1,200litre Poly Tank to 5nr market and 1nr Lorry Park at Tema Tema Metropolitan Assembly	Infrastructure Delivery and Management	Oninku Park Market, Akodjo Sch. Market, Comm. 7 Park, Kplezso Market-Newtown	M/S Limstad Ltd	164,809.01	01/05/2020	11/05/2020	02/06/20	DACF-RFG	155618.56	9,190.45	100%	completed
15.	Renovation of Tema Metropolitan Assembly at Tema	Social Development	Comm. 1	Limstad Construction ltd	120,224.04	25/05/20	09/06/20	25/06/20	IGF	70,605.00	49,619.04	75%	On-going
16.	Construction of fence wall and gatehouse for Tema Manhean public cemetery in the Tema Metropolis	Social Development	Tema Newtown	ZY2020/Shanco Limited	1214639.58	01/10/20	08/10/16	31/01/17	IGF	90,000.00	1,124,639.58	40%	On-going
17.	Renovation of Court complex at Comm 1	Social Development	Comm. 1	M/S royal idea GH Ltd	450,292.60	05/12/19	18/12/19	05/06/20	DACF-RFG	-	450,292.60	73%	On-going
18.	Construction of gate house and fence wall for comm.9 cemetery	Social development	Comm.9	M/S MJ Engineers	1879,325.80	15/05/19	22/05/19	9/11/19	DACF	-	-	55%	On-going
19.	Construction of Tema Newtown Divisional HQ	Social development	Newtown	The Millenuin Squard Const. and Estate Ltd	724,889.22	18/12/2020	22/12/2020	18/12/2021	DACF-RFG	-	724,889.22	15%	On-going
20.	Construction of 2-storey 12 unit classroom block at Republic Road JHS	Social development	Comm 7	M/S Orlin construction limited	1,177,628.42	25/10/16	31/10/16	01/05/18	DACF	85,000	1092628.42	20%	Contractor should be paid

21.	Construction of sandcrete block fence wall Nii Adjetej Ansah Memorial JHS Manhean Primary & JHS.	Social development	Adjetej Ansah	Goodcoms company limited	415,112.78	22/12/17	22/12/17	28/03/18	IGF	287,502.75	127,610.03	90%	Painting and Fixing of gate left
22.	Construction of 6 units classroom at Manhean Presby (Phase I)	Social development	Tema Manhean	Miriyok	1,461,950.07	9/05/2019	12/05/2019	9/11/20219	DACF	475,926.48	986,023.59	80%	On-ging
23.	Construction of 6 unit classroom at Manhean Presby (Phase II)	Social development	Tema Manhean	Maranatha Rock	997,849.70	06/11/2020	24/11/2020	24/11/2021	DACF	-	997,849.70	45%	Awarded
24.	Construction of sandcrete walls of T.M.A Manhean Primary and Methodist Basic, St.Peter's Catholic Basic and Manhean SDA Basic	Social development	Tema Manhean	Fekiop ltd	722,778.05	02/08/2018	9/08/2018	02/11/2018	IGF	50,000.00	672,778.05	70%	Abandoned
25.	Renovation of Old Valco	Social Development	Comm. 1	Limstad Construction ltd	120,224.04	25/05/20	09/06/20	25/06/20	DACF	70,605.00	49,619.04	100%	Completed
26.	Construction of Proposed Office facility for Health Insurance at Tema Manhean	Social development	Tema Manhean	Bennet construction Eng. Workd Ltd	69,060.62	16/09/2019	20/9/2019	23/12/2019	DACF	69,060.62	0.00	100%	Completed

Source: TMA, 2020

Table 1.3: Programme Register

PROGRAMME DESCRIPTION	DEV'T DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GHC	SOURCE OF FUNDING	DATE STARTED	EXP. DATE OF COMPLETION	EXP. TO DATE	OUTSTANDING BALANCE	IMPLEMEN T. STATUS (%)	TOTAL BENEF.	REMARK
GAMA Sanitation and Water Project	Social development	2,000,000.00	World Bank	August, 2014	May 2020	451,088.83	600,000	95%	32,220	On-going
Ghana School Feeding Programme	Social development	2,145,541.00	GoG	October, 2005	On-going	31,474,638	2,145,541.00	100%	24,912 (F11021, M 10589)	Is a permanent programme
LEAP Programme	Social development	2,209,800.00	GoG	March 2008	On-going	1,949,800.00	260,000.00	88%	488 (F243, M245)	Is a permanent programme
National Youth Employment Program (now YEA)	Economic Development	15,000.00	GoG	Jan. 2016	On-going	N/A	15,000.00	20%	29 (M21, F8)	On-going
IDIF	Economic development	15,000.00	IGF	Jan., 2017	Jan. 2020	5,000	15,000.00	45%	25	The amount involved is for operations from the Assembly's IGF
One Village –One Dam Programme	Economic development	0.00	GoG	Not yet started	Yet to start	0.00	0.00	0%	0	Not yet started in the metropolis
One Constituency –One Million Dollars	Economic development	10,000,000.00	GoG	Jan., 2017	Yet to start	0.00	10,000,000.00	0%	265,000	Stakeholder consultation on- going.
Planting for Food & Jobs Programme	Economic development	205,000.00	GoG/ Donor	Jan., 2017	On-going	136,000	125,000.00	65%	227 farmers	On-going

									(215m and 12f)	
Free SHS Programme	Social Development	17,570,000.00	GoG	Jan., 2017	On-going	8,785,000.00	8,785,000.00	70%	17,570 (M1798, F1301)	Programme is currently on-going
National Entrepreneurship and Innovation Plan	Economic development	44,000.00	GoG	Jan., 2017	On-going	22,000.00	22,000.00	10%	10	Is a permanent programme

Source: TMA, 2020

Table 1.4: PROGRAMMES (NON-PHYSICAL PROJECTS)

NO	OBJECTIVES	ACTIVITY/PROJECT	TARGETS	ACHIEVEMENT	REMARKS
METRO. EDUCATION DIRECTORATE					
1.	To build cordial relationships with schools, as part of broader monitoring strategy	a) Metro Director's monitoring of re-opening activities b) Metro Director holds meeting with: <ul style="list-style-type: none"> ✓ Heads of all Public Schools ✓ Heads of all Private Schools ✓ Heads of Second Cycle Institution 	a) All public schools in the Metro b) Heads of all public, private and Senior High schools in the Metro	a) Thirty-seven (37) schools, and one (6) second-cycle schools, have been visited b) The following attended the meetings: <ul style="list-style-type: none"> ✓ Public: 48 heads ✓ Private: 55 Heads ✓ SHS : 6 	The Metro Education Office should be resourced to ensure constant engagement with, and monitoring of, school heads and teachers to achieve better educational results for the Metro
2.	To celebrate Ghana's 63 rd Independence Anniversary	Regional 63 rd Independence Anniversary Parade	a. All basic schools (public and private) b. Senior High Schools	1,412 from private, public and second cycle schools participated 25 schools 706 boys 706 girls	Due to the COVID-19 awareness, preventive measures were taken as candidates were made to wash and wash and sanitize their hands before each paper. They were also spaced out to reduce the spread of the virus.

3.	To test the readiness and knowledge of the BECE candidates	Metro BECE Mock Examination	Candidates of private and public basic schools in the Metro		Due to the COVID-19 awareness, preventive measures were taken as candidates were made to wash and wash and sanitize their hands before each paper. They were also spaced out to reduce the spread of the virus.
4.	To involve relevant stakeholders in the management of education	Quarterly – Metropolitan Education Oversight Committee (MEOC) meeting for 2020	All representatives of stakeholder groups	Seven (7) members attended: Tema Metro Director of Education, Reps for Department of Social Welfare, GNAT, SMC, PTA, Private School, Chair Edu. Sub Committee	The efforts to encourage broader participation in the management of education should be encouraged.
5.	To prepare for the reopening of Junior and Senior High Schools	Metro Director holds meeting with: <ul style="list-style-type: none"> ✓ Heads of all Public Schools ✓ Heads of all Private Schools ✓ Heads of Second Cycle Institution 	Heads of all Basic public, private and Senior High schools in the Metro	The following attended the meetings; <ul style="list-style-type: none"> ✓ Public: 48heads ✓ Private:55 heads ✓ SHS: 6 	The Metro Education Office should be resource to ensure constant engagement with and monitoring of school heads and teachers to achieve better educational results for Metro
6.	To ensure all schools follow the basic safety enhanced protocols for COVID-19	Metro Director’s monitoring of re-opening activities	Some schools in the Metro	37 schools and 6 second-cycle schools have been visited	Ongoing
7.	To fumigate and disinfection of all schools in order to clear all traces of COVID-19	Fumigation exercise in all schools	<ul style="list-style-type: none"> ✓ Public: 48 Heads ✓ Private: 55 Heads ✓ SHS: 6 Heads 	All schools were successfully fumigated before reopening of various schools	Exercise completed successfully

8.	Promote culture and tourism in school curriculum	Ensure students take part in the excursion programme to visit the Greenwich Meridian Line to promote local tourism	SHS students in Tema	All SHS 3 pupils participated in the programme	Very successful
9.	To equip teachers with Robotics	Training on Robotics lessons	5 teachers were expected to attend the training session	✓ 3 teachers attended the programme	
10.	To equip teachers with Digital Literacy skills on the New Curriculum and to improve teaching	NIIT Training (batch 2) on the New Curriculum	14 teachers were expected	9 teachers participated in the training	Successful
11.	To ensure examiners perform their functions effectively	Coordination for ICT examiners at WAEC centre, Tema	55 teachers were expected	53 teachers participated fully	Successful
WASTE MANAGEMENT DEPARTMENT					
12.	To fumigate comm. 1,7,9 and Tema New Town Market	Spray com. 1,7,9 and Tema New Town Market	100% market sprayed	Reduce Covid-19 virus by 90%	Com. 1, 7, 9 and Tema New Town fumigated to reduce Covid-19 disease.
13.	Evacuation of solid waste at West Africa Pipeline (in between Tema New Town and Kpone)	Solid waste evacuated from around West African pipeline	100% solid waste evacuated	90% solid waste evacuated	Clean environment at West African Pipeline in between Tema New Town and Kpone.
14.	Clean-up exercise at Tema New town Sea light, Naval Base, Ziginshore.	Desilting of the drains at Ziginshore. Sweeping of the areas. Disposal of the waste to the landfill.	100% drains desilted. 100% area swept. 100% waste disposal	90% drains desilted. 90% area swept. 90% waste disposed	Clean environment at sea light, Naval Base, Ziginshore.

15.	To destroy wholesome goods from Port Health.	Destruction of unwholesome goods from Port Health	100% goods destroyed	100% goods destroyed	Unwholesome goods destroyed and buried.
16.	To efficiently and effectively manage the daily waste in the cells.	<ol style="list-style-type: none"> 1. To keep the access roads active for daily vehicular movement. 2. To actively do daily pushing or spreading and compaction of received waste at the working phase. 3. To carry out daily capping at the end of each working phase and or day. 	The contracted company (WASTE LANDFILLS CO. LTD.) to efficiently and professionally manage waste well in the cells.	<ol style="list-style-type: none"> 1. Able to maintain and sustain the access roads partially till end of second quarter 2020 at the old dumpsite. 2. Semi-satisfied pushing and spreading of waste with very little compaction from the beginning of January, 2020 on the dumpsite. 3. Not able to cap the waste since 16th August, 2019 till the end of second quarter 2020. 	<ul style="list-style-type: none"> • Not satisfactory operation via ill compaction. • Frequent breakdown of equipment and untimely repairs or servicing of equipment. • Loose working phases more especially during the wet season.
17.	To control and manage the leachate on and around the landfill	<ol style="list-style-type: none"> 1. To recirculate the leachate from the Facultative lagoon II onto the treated waste in the cells. 2. To regularly desilt the drains and control the flowing leachate to the Gao lagoon through to the sea at kpone 3. To use the suction emptier to pull the leachate and sprinkle it on the access roads and on the 	Waste landfills Company limited to be able manage and control the leachate from leaching uncontrollably into the surrounding environment.	<ol style="list-style-type: none"> 1. Lack of recirculation since 2015 till date. 2. Insufficient desilting of the drains to enhance easy flow of leachate via the lagoon into the Sea 3. Unable to use the suction emptier since the commencement of operation of the facility in December 2020. 4. Very weak base of the beams and hence leakage of the leachate through all angles of 	<ul style="list-style-type: none"> • Not able to control and manage it.

		capped working phases to abate dust.		the landfill into the surrounding environment.	
18.	To collect accurate daily data.	<p>1. To use reliable software installed with the weighing scale to collect accurate data for effective decision making.</p> <p>2. To be able to analyze data to inform future decisions and similar projects.</p> <p>3. To supervise the daily data inputted into the system to enhance accuracy.</p>	<p>1. Tema Metropolitan Assembly Data Clerk.</p> <p>2. Waste Landfills Company Limited Data Clerk.</p> <p>The above persons to be able to do accurate input of data for reliable monthly outputs.</p>	<p>1. Even though, the original software has been change in 2016 making some features not functioning but however, daily excel is generated and kept by T.M.A. data clerk.</p> <p>2. Supervision is kin to the daily data collection.</p>	<ul style="list-style-type: none"> Well done except in periods when the weighing scale and or the reading meter attached to the computer develops a technical fault and inaccurate data is captured by the clerks. Even though, operations have ceased at the engineered landfill site as indicated above, trucks are weighed before dumped or offloading at old unengineered dump site since 16th August 2019.
19.	To control the activities of the waste pickers.	<p>1. Educating the recyclable Waste Pickers to Work in accordance to the principles of the Engineered Sanitary Landfill.</p> <p>2. Educating the waste Pickers to use safety wears to protect themselves during working hours.</p> <p>3. Educating and cautioning the waste on the importance of keeping the landfill from fire and fire elements.</p>	<p>1. Landfill Supervisor of T.M.A.</p> <p>2. Supervisors of the Waste Landfills Co. Ltd. &</p> <p>3. The Representatives of the waste pickers.</p> <p>The T.M.A officer coordinates the persons above to regulate the effective activities of the waste pickers at the site.</p>	<p>1. Able to coordinate the Waste Pickers to conform to the safety rules and regulations.</p> <p>2. Have been able to organize the waste Pickers to form an association with the aid of WIEGO and its allied partners.</p> <p>3. Able to operate with only little fire incidence through the communal trucks or containers in certain dry seasons.</p>	<ul style="list-style-type: none"> Able to manage them with few difficulties. Some recalcitrant waste pickers and squatters are still entering into the fire scenes and smoldering and intermittent flames

20.	To help clean and maintain a conducive working environment.	<ol style="list-style-type: none"> 1. Organizing meetings for the staffs of Tema Metropolitan Assembly, Waste Landfill Co. Ltd. And representatives of the Waste Pickers at the landfill on the site cleanliness. 2. Weekly engaging all the Waste Pickers to pick the littered material in and around the premises. 3. Organizing periodic talks to the tricycle riders and one on one education to the refuse trucks drivers on the importance of using net to cover waste when transporting it to landfill site and punishing the recalcitrant ones. 	<ol style="list-style-type: none"> 1. Landfill manager and supervisor of T.M.A. 2. Supervisors of the Waste Landfills Co. Ltd. & 3. The representatives of the waste pickers. <p>The T.M.A officer coordinates the persons above to regulate the effective activities of the waste pickers at the site.</p>	<ol style="list-style-type: none"> 1. Able to carry out most of the site cleanliness by engaging the waste pickers. 2. Changes noticed from the tricycle riders and refuse trucks drivers towards the use of net to cover their waste before transporting. 3. Successful intermittent meetings between the supervisors, operators and representatives of the waste pickers on the landfill maintenance and sustainability. 	<ul style="list-style-type: none"> • Able to carry out scheduled pickings in the premises with few or no tools. • Ongoing meetings and educating the motor riders on the use of net to cover waste and not to be disposing waste anywhere.
21.	To ensure free flow of sewage through the sewer pipelines in all the 12 communities.	<ol style="list-style-type: none"> 1. Receive the record sewer-clogged or related complaints 2. Attend to sewer-clogged complaints (i.e. to rod, flush and desilt clogged sewer lines and manholes) 	1. Areas targeted are the 12 communities	All (109) reported cases documented. 2a. 84 (77.06%) tertiary sewer lines successfully flushed/rod to allow free flow of sewage, 2b. 25 (22.94%) primary sewer lines successfully flushed /rod to allow free flow of sewage, 1 (0.8%) is still pending	All problems solved.

22.	To replace damaged sewer pipe lines. To desilt silted manholes and free clogged sewer pipe lines.	Repair of sewer pipe line. (Excavate, remove and replace damaged sewer pipe lines. Desilt manholes and rod clogged sewer pipe lines)	Areas Targeted; Tema Comm.2 BBC, Tema Comm.1 near Meridian Hotel	<ul style="list-style-type: none"> Desilt manholes. Excavated, and replaced damaged sewer pipe lines. Excavated, laid and connect sewer pipe lines from TDC court premises to the central sewerage system. 	All projects successfully completed.
23.	To ensure heaps of refuse and constructional waste are cleared along the roadsides	<ul style="list-style-type: none"> Arrange to collect heaps of waste. Tidy up various areas that are not on contract with the office laborers. 	80% of heaps of waste will be cleared.	80% heaps of refuse along roadsides will be collected	Heaps of refuse will be collected and disposed of properly
24.	To ensure that routine contractors will work on their assigned streets and drains	<ul style="list-style-type: none"> Regular monitoring and supervision of contractors 	Ensure all 9 routine contractors work on assigned streets and drains	100% routine contractors work on their assigned streets and drains	Contract will end successfully and request for renewal of contract.
25.	To desilt choke drains at the Casino, Site one(1) , Site two (2) and central business areas	<ul style="list-style-type: none"> Intensify the desilting of drains and clearing of weeds 	80% of drains in the metropolis will be desilted	250m length drain desilted	Free flow of water in the drains to reduce insect breeding.
METRO. HEALTH DIRECTORATE					
	Bridging equity gaps in access to health care and nutrition services and ensure sustainable financing arrangements that protect the poor	Provide additional outreach points to increase health delivery	Establish five new outreach points	23 outreach points have been established for child welfare activities and keep the 26 CHPS zones functional	Achieved
26.	Strengthen governance and improve the efficiency and effectiveness of the health system	Constitute response team to follow up on all COVID-19 cases in metropolis	A response team has been formed to see to the affairs of cases that are recorded as well as 32 contact tracers	As at second quarter of the pandemic a significant number of cases were identified.	The MHMT also organized a supportive supervisory visit to the various facilities both public and private to ascertain the necessary

			following up on contacts to various confirmed cases.		precautionary measures taken to combat the pandemic.
27.	Improve access to quality maternal, Neonatal, Child and adolescent services	Increase Antenatal Care Coverage, Antenatal Attendance, ANC with at least 4 visits, IPT 3 coverage and Post-Natal Care coverage in Tema	Majority (2129) of the mothers were seen on day one after delivery.	The Maternal mortality rate (MMR) in the Tema Metropolis for the 2 nd quarter of 2020 stands at 267 per 100000 LB, that is six (6) deaths in total	Remarkable achievement made
AGRIC DIRECTORATE					
28.	Food Security and Emergency Preparedness.	Agric. Extension Agents (AEAs) Farm and Home Visits.	1008 Visits	697 Visits	<ul style="list-style-type: none"> • During the year under review, a total of 1008 home and farm visits were undertaken by three (3) AEAs. • These visits were to train, educate and disseminate agricultural technologies and animal husbandry practices for improved production. • These activities were carried out in all the zones.
29.	Food Security and Emergency Preparedness.	DDA and DDOs field Monitoring, supervisory and backstopping visits.	440 Visits	248 Visits	<ul style="list-style-type: none"> • Supervisory visits was to interact with field officers and farmers to disseminate good Agricultural practices to both Crops and Livestock farmers and

					planned activities undertaken.
30.	Food Security and Emergency Preparedness.	Monthly staff training and review meetings.	Twelve (12) Monthly review meetings	Five (5)	<ul style="list-style-type: none"> Five (5) formal monthly staff technical review and training meeting were held due to COVID-19. However, most communication was done through phone calls to ensure service delivery to cliental farmers.
31.	Food Security and Emergency Preparedness	<ul style="list-style-type: none"> “Planting for Food and Jobs” Programme, Fertilizer and seed subsidy. Fall Armyworm Rearing for Food and Jobs. 	<ul style="list-style-type: none"> No target set 	<ul style="list-style-type: none"> A total of Twenty four thousand five hundred and forty three (24,543) bags (25kg) of NPK and 4,337 bags (25kg) of Urea were purchased by two (2) Agro-Input shops within the metropolis of which all were distributed. During the year under review, a total of 7,066 kilograms of hybrid seed maize 	<ul style="list-style-type: none"> One thousand seven hundred and five (1,705) farmers made up of One thousand five hundred and twenty five (1,525) males and One hundred and eighty females (180) females benefitted from NPK fertilizers. A total of six hundred and six (606) farmers made up of four hundred and ninety eight (498) males and one

				<p>was accessed. 11,340 kilograms of Obaatanpa (OPV seed maize) was accessed; 101 cans (100 grams of tomato seeds) were accessed, 115 cans (100 grams) of Oxylus seeds were accessed</p> <p>Chemicals distributed to during the year include:</p> <ul style="list-style-type: none"> • Agoo – 70 sachets • Emastar- 55 mls • Adepa- 3 sachets <p>12 market and 2 agro input reports were collected, compiled and submitted to RADU and the marketing unit of Statistical Research and Information Directorate (SRID)</p>	<p>hundred and eighty (180) females benefitted from UREA.</p> <ul style="list-style-type: none"> • 364 farmers made up of 309 males and 55 female farmers accessed hybrid seed maize. • 393 farmers made up of 332 males and 61 females accessed OPV seed maize
32.	Food Security and Emergency Preparedness.	<ul style="list-style-type: none"> • Collect, compile and provide regular market information (deficit/surplus area) to improve distribution of 	<ul style="list-style-type: none"> • Weekly market data and report on wholesale and retail prices of selected 		<ul style="list-style-type: none"> • Farmers have been advised to practice good farm sanitation and inform the office of any disease outbreaks • During the year under review, prices of cereals i.e.

		foodstuff. Submit weekly market data and report on wholesale and retail prices of selected agricultural commodities.	agricultural commodities.		maize 1.44%, millet 14.3% and local rice reduction in price compared to the last year 2019 and vegetables (garden eggs, onions and tomatoes increased as compared to 2019) <ul style="list-style-type: none"> • Most foodstuff were available and accessible on the market
DEPARTMENT OF SOCIAL WELFARE AND COMMUNITY DEVELOPMENT					
33.	Increase awareness on adolescent behaviour	Adolescent Corner	To provide guidance and counselling for pregnant adolescents and troubled teens.	Pregnant adolescents and troubled who visited the centre were given psychological and social guidance.	No motivation in the form of transportation to be able to move through all the communities as planned
34.	To empower women to be economically independent	To assist women with financial aid to help promote their SMEs	To supervise 5 self-help groups by June, 2020.	Five women groups were supervised to undertake self-help activities.	No motivation in the form of transportation to be able to move through all the communities as planned
35.	Social Welfare promotion programme	To reduce the incidence of vulnerability and exclusion through sensitization of parents, guardians, aged, orphans and vulnerable children	To enable a greater number of vulnerable children to benefit from social intervention services available in the Metropolis	79 children benefitted from available social interventions	Unavailability of funds Project Ongoing
36.	To reduce gender-based violence against women and children in the Tema Metropolis	Carry out sensitization workshop to women and children	School children, teachers and a few parents.	A total of four hundred (400) participants were sensitized; one hundred and thirty (130) males and two hundred and seventy (270) females	the sensitization programme was very successful and it is believed that it would go a long way to reduce the incidence of SGBV in Tema
DEPARTMENT OF URBAN ROADS					

37.	Improve riding surface of sealed roads	Restorative maintenance (Pothole patching)	To undertake a minimum of 2400m ² of pothole patching on sealed roads	Achieved a physical progress of 1450m ² of patched areas	satisfactory
38.	Improve drainage in the Metropolis	1. Minor drainage repair works 2. Dredging of earth storm drain	1. To repair a minimum of 35m ³ of concrete volume for various capacity of drains 2. To desilt a minimum of 7500m ³ of silt lined and earth storm drains	Achieved a physical progress of 0m	Quite Satisfactory
39.	To initiate 2020 maintenance processes	Preparation of Budget and Action Plan Preparation of procurement plan	Prepare and submit budget and action plan for maintenance works to Management by the end of 2 nd quarter, 2020. Prepare and submit procurement plan by the end of 2 nd quarter, 2020.	Budget and Action Plan were submitted before the end of 2 nd quarter, 2020 Procurement plan was duly submitted before the end of 2 nd quarter, 2020	Satisfactory
BUDGET AND RATING DEPARTMENT					
40.	To ensure sound financial management.	Prepare warrants on all payment requests through the GIFMIS platform	All expenditure items should be covered by warrant before payment.	97% of warrants issued on claims	Late request submitted for warrants process
41.	To improve participation of civil society(media, traditional authority) and citizens in national development	Facilitate the operation of the rate assessment committee	Addressing the concerns of rate payers relating bills	In accordance with section 153 of the local governance act, act 936, the five member rate assessment committee has ensured revaluation of selected properties within	Concerns of rate payers resolved

				the metropolis as well as reviewing the rate impost	
42.	To organize budget committee meeting during the quarter	Organize budget committee meeting during the quarter	Budget committee to discuss and draft the committees annual action plan To discuss the 2020 budget implementation report	Budget committee meeting held, action plan drafted The 2020 budget implementation report was discussed	Sub-committee meeting held
43.	To inspect all on-going projects to ascertain progress of work in relation to funds released	Inspect all new and on-going project in the metropolis	Inspect DACF,IGF, DACF-RFG, CLGF Projects in the metropolis	On-going projects were inspected by the budget committee in the metropolis	All inspection carried out successfully
NADMO					
44.	To create safety awareness and reduce the incidence of drowning at the beaches to save lives	Embarked on drown prevention and safety sensitization exercise at the beaches during the public holidays	All the beaches in the metropolis (Tema Newtown)	Reduction of drown cases at the beaches, lives saved	Undertaken during all public holidays
45.	To identify hazards and risk activities within the Metropolis and take action to reduce risk of disasters	Identify, monitor and report hazards and risk activities in the communities within the metropolis	Metro wide	Hazard and risk activities identified in the communities are referred to appropriate departments	Ongoing (weekly and monthly basis)
46.	To sensitize people on environmental and sanitation cleanliness, disaster preparedness and risk reduction	Embarked on education to engage people on disaster preparedness and risk reduction	Metro wide	People would be conscious of the hazards they live and what to do during emergencies	Exercise ongoing
47.	To create awareness and sensitize people in flood prone areas on safety during flooding	Embarked on early flood warning sensitization and	All the flood prone communities	Tema Newtown, Tema Timber market, Comm. 1 Market	Some implemented, others ongoing

		communities in flood prone areas			
48.	To attend to emergencies and rescue of flood victims who will be trapped in their houses	Acquired two new speedboats to boost the beach safety exercise and for flood evacuation	Metro wide	Staff trained on the rescue operation	Undertaken
49.	To educate people on fire safety in the metropolis	NADMO and Fire service collaborated to sensitize communities and market on the fire safety in Tema	Metro wide	Residents are increasingly heeding to advice given them during these sensitization programmes	Exercise still ongoing
50.	To educate and sensitize the public on the effects of COVID-19 and measures to prevent it	Embarked on radio education and one-on-one sensitization on measures to reduce the spread of COVID-19	Metro wide	Residents are increasingly adhering to the safety protocols	Excercise still ongoing
51.	Needs assessment and registration of victims	Undertake Damage and Needs Assessment, Registration of victims and distribution of relief items to disaster victims	Disaster victims	All disaster victims were given relief items	More needs to be done because the relief items are in short supply
METRO. ENVIRONMENTAL HEALTH UNIT					
52.	Conduct premises inspection to detect nuisances and facilitate the abatement.	Conduct rigorous and regular premises inspection for detection of nuisances in houses and industries (control of industrial pollution).	To conduct rigorous and regular premises inspection for the detection of nuisances in 9000 houses/industry by end of December, 2020	7317 Premises were inspected while 1024 Notices were served on unhealthy conditions for their abatement.	Target not met 65% of abatement notices served were complied with, however, inadequate logistics for frequent field visit and reporting is a challenge.
53.	Cleaning of lorry parks, streets and drains Supervising and monitoring work done by the TMA Scavengers and ZoomLion	Ensure cleanliness of 18 lorry parks and markets.	To ensure cleanliness of 18 lorry parks and 8 markets were done daily	Daily cleaning of lorry parks, streets and drains was done by scavengers and supervised by officers	Inconsistent collection of refuse by service providers created pile ups at the transfer station at the market Overcrowding in the markets makes daily cleaning very difficult. Inadequate collection by

					Zoom Lion labourers after sweeping.
54.	Prosecute sanitary offenders	Prosecute sanitary offenders	To prosecute 90% of sanitary offenders within the quarters by the end of December, 2020	Summonses served, Bench warrants issued and arrests made	Training of interested officers required to enhance their knowledge with regards to law enforcement and prosecution procedures being worked on.
55.	Control and management of cemeteries Supervision of burial in a sanitary manner, weeding and cleaning of cemeteries Grant permission for cremation and exportation of body remains	Allocate grave space for burial Ensure cleanliness and maintenance of cemeteries Issue permits for cremation and exportation of remains	To allocate grave space for burial of all registered dead bodies To ensure cleanliness and maintenance of all cemeteries To issue permits for cremation and exportation of remains	Male burials were 445 Female burials were 361 Adult burials were 773 Infant burials were 33 Ordinary were 697 No. of Vaults were 109 Tomb Construction were 60	60 Tombs constructed 35 COVID-19 cases buried 6 Pauper cases were buried under review 53 unclaimed bodies from Tema General Hospital buried
56.	Control and management of Pest and vector.	Ensure routes of infection from vector borne agents are eliminated	To ensure routes of infection from vector borne agents are eliminated	Disinfection and infestation of various places like dump sites drains and markets to do away with rodents, cockroaches, mosquitos and other infectious agent have been undertaken.	Areas disinfected against COVID-19 were; Comm.1 market Tema Newtown Comm. 8 and 9 markets Tema Newtown main station
57.	Health promotion (medical screening and hygiene education) for food vendors/handlers	Educate and certify food handlers after screening	To educate and certify 2000 food handlers by end of December, 2020 after undergoing medical screening	Total number of people for the programme were 2160 with 1578 new entrants and 582 renewals.	Target not met due to COVID-19 restrictions on facilities Some food handlers failed in medical screening

58.	Inspection of food preparing and serving premises Issuance of sanitation permits to trade, occupation and businesses Writing suitable reports and recommending issuance of sanitation permits or otherwise	Ensure cleanliness, provide personal protective equipment, good waste management practices	To ensure the cleanliness, provision of personal protective equipment and good waste management practices of establishments by end of December, 2020	431 sanitation permits were issued	COVID-19 having a toll on applicants and payments
59.	School sanitation Conducting inspection visits Carrying out hygiene and sanitation in the schools and issuing permits	Inspect schools in the Metropolis	To inspect 40% of schools in the Metropolis by end of December, 2020	No schools were inspected for the period under review.	Activity to be carried out during the fourth quarter.
60.	Public health information system management	Organise public health information programmes to encourage behavioral change, train and develop the skills of environmental health officers and mobilise community school health education.	Change behaviour through public health information in selected communities Develop the skills of environmental health officers	Public health information organised in Tema Newtown, Comm. 1, 4 and Bankuman -Capacity building programmes organised for environmental health officers	Public health information programme organised
DEPARTMENT OF TRANSPORTATION					
61.	To adequately regulate Urban Transport activities within the Assembly	Commercial towing of wrongfully parked vehicles	Commercial towing of wrongfully parked vehicles fully operational	Project has been put on hold amidst COVID 19 concerns	Project however halted due to COVID 19 concerns
62.	To adequately regulate Urban Transport activities within the Assembly	Issuance of route operating permits to transport entities	100% of recognized operators fully registered and complying with public transport regulatory	Stickers issued to 212 commercial vehicles in the metropolis	<ul style="list-style-type: none"> • Revenue office of TMA continues to sell operational stickers to floating drivers contrary to agreed procedures and regulation • This has accounted for the huge drop in sticker issuance

			procedures and by-laws		by the Department coupled with the low compliance rate by floating drivers
63.	To adequately regulate Urban Transport activities within the Assembly	End of Year meeting with transport operators	Engage stakeholders towards improving transport service delivery in the metropolis	About 60 executives of transport operating entities engaged on pertinent public transport issues in the metropolis	A litany of challenges enumerated for action next year
64.	To increase the stock of public transport infrastructure in the metropolis	Construction of haulage truck facility in the metropolis	Haulage trucks effectively regulated to improve mobility	Contract finalized on the project	Construction to commence 2021
65.		Redevelopment and automation of TMA car park	Car park redeveloped to improve space management, aesthetics and transport related revenue	Construction works completed and area given a significant facelift	Expected to be automated in January 2021
66.		Rehabilitation of Tema Main Lorry station	Terminal rehabilitated to facilitate efficient public transport service	Construction works completed	Commissioned and in use offering improved service to travelling public
PHYSICAL PLANNING DEPARTMENT					
67.	Organization of meetings	Organize street address team meeting	Street address team meeting expected to be conducted	Street address team meeting and other sensitization meetings were held organised	Successfully implemented
68.	Implement the Street Naming and Property Addressing.	Prepare Street Address Map, Signage Map and Register	Prepare Street Address Map, Signage Map and Register for Communities 4 to 12	A Street Address Map, Signage Map and Register had been prepared for Communities 4 to 12 to be presented to the Spatial	Successfully implemented

				Planning Committee for approval.	
69.		Update database and to generate proposed street names	Update database to generate street names	Database for some proposed streets updated for the Tema Industrial Area, Tema New Town and Bankuman areas.	on-going
70.	Organization of meetings and inauguration	Inaugurate Special Planning Committee and Technical Sub-committee	Special Planning Committee and Technical Sub-committee	Special Planning Committee and Technical Sub-committee inaugurated	Successful
71.	Development permit application	Undertake Planning Enforcement Exercise and approve all permits brought before the committee	Tracking authorized and unauthorized developments within the Metropolis Process and approve at least 80% of all applications brought before the DSPC committee	Door-to-door distribution of notices to sensitize property owners about the exercise. All permits have been approved and notices serve to those having issues	Ongoing
PUBLIC RELATIONS UNIT					
72.	To interact with residents and disseminate the programmes and activities of the Assembly to the public (Bring local governance closer to the people)	Town Hall Meetings	Publicize and to create awareness of Assembly's activities COVID 19 to the masses and solicit views, comments and opinions from the public	Able to receive immediate feedback on the impact of implemented activities by the Assembly on the public	Active audience participation

73.	Educate public on Assembly's Programmes & Activities (Rate Prayer & COVID-19 Sensitization)	"Time With TMA" (Weekly Radio Talk Show) on Local Radio Station (Obonu FM)	Highlight current activities of the Assembly, including COVID-19 and solicit instant feedback through phone-in session or social media platforms	Able to disseminate information to wider audience via radio	Successful
74.	Media coverage for programmes and activities; electronic and print media	Publicize Assembly's activities on Media platform - Publicity for; 1.General assembly meeting 2. Farmers day 3.Disbursement to people living with disability	Effective and efficient publicity on national and global scale	Extensive publicity received	Successful
75.	Advocacy on COVID-19	Published and distributed publicly materials on COVID-19 (Posters)	Highlight the risk groups and need to adhere to the prescribed protocols	Able to reach the target audience, including markets	Successful
76.	Promoting Trade & Investment for Tema Metropolis on International arena	Strengthen Sister Cities and International Relations	Share good practices, boost International trade and investment	Facilitated trade mission for TMA Technical Team to visit Aarhus, Denmark on Waste-Water Treatment Facilitated DANIDA Training some staff of the Assembly (online courses)	Successful
CENTRAL ADMINISTRATION DEPARTMENT					
77.	To enhance knowledge, develop skills and competences for improve service delivery and productivity	Implementation of Capacity Building Plan	Staff and Hon. Assembly Members of TMA	Total of 116 staff (M-53; F-63) and 14 Hon. Assembly members (M-13; F-1) were trained during the second quarter of 2020. Annual	Training involves generic and demand driven such as revenue mobilization, Local Governance & Leadership and the Labour Act.

				Capacity Building Plan is achievable	
78.	Setting of agreed targets at the beginning of the year beginning of the year between appraisers and appraises for performance assessment and evaluation.	Staff Performance Appraisal (January, 2020)	All Staff of the Assembly	Targets were set for 98% of the staff at the beginning of the year.	Refresher training on the management of the staff performance appraisal is required.
79.	To ensure that all staff are at the post and make recommendation to ensure efficiency and effectiveness	Staff Audit and Headcount (25-26 June, 2020)	All the Staff of the Assembly (GoG & IGF)	Staff Audit and Head count was carried out successfully and report submitted to management for necessary actions	The Staff Audit and Headcount was carried out in collaboration with the Internal Audit Unit of the Assembly.
INFORMATION SERVICES DEPARTMENT					
80.	To create awareness on COVID-19 protocols	Sensitization on COVID-19 procedures	The General Public	The Metro Information Officer on Fridays at Obonu FM 96.5 educate/caution the public on how the virus still exist as most people have become disobedient to the COVID-19 protocols. In addition to that, fliers were distributed to be a form of written caution to the public.	Ongoing
81.	To create awareness on government policies, programmes and projects to the public	Time with the Assembly on Obonu FM (Radio Talk Show)	The General Public	This is a weekly live programme on GBC Tema Office (Obonu FM 96.5MHz); where the Metro Information Officer educates the public on the activities of the TMA. The programme is aired every	ISD in collaboration with the Public Relations Officer (PRO). This helps the citizens to understand the wish of the Assembly. We also educate the public on the need for them to pay their rates to the Assembly.

				Friday from 12:15pm to 1pm in the Ga language.	
82.	To ensure adherence to election protocols whilst ensuring free and fair elections	Election Observation and Reporting	The General Public	We observed various polling stations for information on election ‘proceedings whilst taking pictures for reporting purposes	ISD
83.	To ensure that the public are informed of what to do after elections	Aftermath of Elections	The General Public	We educated the public on the need to be at peace after elections and observe the rights to declare elections results to the EC. The public was also advised on COVID-19 protocols. This was done on Plan B FM 104.5 at Community 2 near Agbamami and GBC Tema Office (Obonu FM, 96.5MHz)	The ISD in collaboration with NCCE.
NATIONAL YOUTH AUTHORITY					
84.	To identify the most pressing problems of the youth and to develop strategies to solve them	Administer National Youth Policy survey	Metro wide	Minimize social vices and enhance the standard of livelihood	Completed
85.	Gather precise information on available youth groups (associations)	Data collation of youth associations	Metro wide	Collate accurate information on the various youth groups to generate necessary policies in sync with their needs	Completed
FISHERIES UNIT OF MINISTRY OF AGRIC					
86.	To carry out general extension services.	Carry out general extension service.	All fishers in the metropolis	Fishers were given the necessary extension services.	Project was successfully undertaken

87.	To provide sensitization to fishermen on fisheries laws and regulations.	Sensitize fishermen on fisheries laws and regulations.	Fishing communities	Fishers were sensitized on the fisheries laws and were advised to comply.	Project was successfully undertaken
88.	To ensure the registration and embossment of canoes.	Continue canoe registration and embossment.	Fishing communities	About 90% of the canoes have been registered	Some fishermen refused to register and emboss their canoes
89.	To educate fishers on IUU fishing and the dangers it poses to the sustainability of the resource	Educate fishers on IUU fishing and the dangers it poses to the sustainability of the resource	All fishers in the metropolis	A number of fishers were educated on IUU fishing and the dangers it poses to the sustainability of the resource	Inadequate funds
NCCE					
90.	To sensitize members on COVID-19 protocols	Thirteen 13 programmes were executed in Tema East	The target were faith based, social and economic groups	Most members of faith based groups on community one 1 observed COVID 19 protocols	Programme well executed
91.	To sensitize voters on their constitutional rights	Twenty 20 programmes were executed in Tema East	The target were faith based, social and economic groups	High Voter turnout	Programme well executed
92.	To sensitize voters on their constitutional rights	Twenty 20 programmes were executed in Tema East	The target were faith based, social and economic groups	High Voter turnout	Programme well executed
93.	To create awareness on benefits of clean environment	Ten 10 programmes were executed in Tema East	The targets were faith based groups	Participants were willing to contribute to clean environment	Programme well executed
HUMAN RESOURCE DEPARTMENT					
94.	Enhance knowledge, develop skills and competences to improve service delivery and productivity.	Implementation of Capacity Building Plan	All staff / Hon Assembly members	Total (M=102; F=81) 183 staff/ Hon Assembly member was trained during the second quarter of 2020	Due to the Covid-19 pandemic, three training were undertaken

95.	Organise training for staff and Assembly Members on Local Governance Act, Assembly Bye-Laws and other relevant enactment	Implementation of Capacity Building Plan	All staff / Hon Assembly members	Total (M=43; F=27) 70 staff/ Hon Assembly member was trained during the fourth quarter of 2020	Programme well executed
96.	Ensure payment of Compensation and Benefit	Monthly Salary validation.	All staff (GOG, IGF)	Prompt payment of monthly salaries and other welfare benefits paid to ensure the well-being of staff.	Delay in payment of November and December salary.
97.	Review of targets between appraisers and appraisees completed, preparation towards end-of- year review and evaluation	Review of Staff Performance Appraisal	All Staff of the Assembly	Most Dept./Unit have completed their end of year review of the performance appraisal to which decision are made for the following year	Refresher training on staff performance appraisal is required to ensure total understanding of the concept.
98.	Ensure update of staff Data	Update of Staff information	All Staff of the Assembly (GoG & IGF)	Successfully carried out Staff update and report submitted to RCC for necessary action.	Staff Information Accurately updated.
99.	Recruitment	Newly recruit on IGF	IGF	Six (6) recruitment in the 4 th Quarter 2020.	Possible recruitment in 2021
100	Separation	-Retirement -Demise -Vacation of Post	All Staff of the Assembly GOG & IGF	GOG = 3, IGF = 0 Total = 3 GOG = 0, IGF = 0 Total =0 GOG = 0, IGF = 1 Total =1	Three retired as at December and one vacation of post.
TRADE AND INDUSTRY					
101	To provide technical support for COVID-19 business support scheme	Online application	MSMEs in the metropolis	2100 applications were received	Logistical constraints was a disadvantage to the process

102	To support the formation and strengthening of local business associations	Project sensitization with Associations for Small Scale Industries, Ghana National Tailors and Dressmakers Association, Ghana Hairdressers and Beauticians Association	Mastercraft persons with businesses	11 local LBAs has been registered with the Tema BAC	LBAs are very happy for the attention and support from the Assembly.
103	To build the capacity of entrepreneurs who benefitted from the government COVID19 business support scheme (CAP BUSS	Two days business management meeting	CORONA alleviation programme business support scheme (CAP BUSS) beneficiaries.	Fifty 50 entrepreneurs successfully participated in the training	Business owners were glad for the skills upgrade to run their business
104	Build the capacity of youths to start their own business	7 days training of young graduates in business incubation	Youth aged 18-35	71 people were taken through the training	Participation request for funding support to enable them start a business.
105	Equip entrepreneurs with resilient skills to sustain their operations during the COVID 19 PANDEMIC	2 Days MSME business acceleration training	Women owned/led business	45 people went through the training 40 females, 5 males	Clients express satisfaction and wants market opportunities to be made available
106	Formalisation of small scale businesses	Product certification with the food and drugs authority-FDA	Producers within the Tema metropolis	51 small enterprise were supported to registry their products	Beneficiaries were happy about the intervention and hope it will be sustained to help others.
BIRTHS AND DEATH REGISTRY					
107	To implement government policy of compulsory registration of all births and deaths occurring within the Tema Metropolis	Training and development of staff, volunteers and personnel for client interrelationship Registering of births Registering of deaths	To train staff and volunteers to interview clients and also detect Ghanaians from non-Ghanaians. To register 12,000 fresh births (children 0-12 months)	<u>Fresh Birth</u> M – 4,383 F – 4,422 Total = 8,805 <u>Deaths</u> M – 1,490 F – 1,290 <u>Infant Deaths</u> M – 54 F – 39	A significant number of births occurring within the metropolis were captured although the target was not met. Although a substantial number of births were recorded, some of these events were still not captured. This is due to the fact that, the importance of deaths

			To register all deaths	Total = 2,780 Total = 93	registration is still not know to all within the metropolis
108	To intensify outreach programmes	Visit all outreach centres within the metropolis, i.e. Hospitals, Clinics, Maternity homes and Weighing centres	To visit all outreach centres at least once every week		The outreach centres were not visited frequently as was supposed to due to the pandemic (COVID-19), Elections and Christmas holidays.
109	To reach out to the general public	Mass registration and door-to-door registration exercise			These activities were not achieved because of the prevalence of the global pandemic
HORTICULTURE					
110	To sensitize the public of the dangers of climate change and how to reduce carbon emission in Tema Metropolis	Sensitizing the public on the hazards of deforestation in Tema, as an industrial city, where carbon emission is dense	School children and business associations	Sensitization was conducted in 4 schools and to 3 Business Associations (AGI, GIF, NAFPTA & Market Traders Association)	Sensitization was successfully conducted
111	To increase the stock of tree planting from 2,000 – 3,000 trees by December, 2020	To carry out tree planting exercise at designated points in the Metropolis	School Compounds, Open spaces, Ceremonial lanes, the new Motorway Interchange	A total of 1,650 trees were planted at various locations in the Metropolis eg. Tema Motorway interchange, Premise of Community 1 Anglican Church etc.	The Department could not achieve its annual target due to the outbreak of the coronavirus pandemic
112	To beautify the Metropolis through planting of ornamental plants at designated spaces	Beautification of parks and gardens in the metropolis by December 2020.	TMA car park at Community 1. Site 20 weighing bridge	The Department of Horticulture planted ornamental flowers at the TMA automated car park in front of the main office.	The trees planted will be nurtured to sustain the beautification process.

				The Department also supervised the beautification of the weighing bridge at Site 20.	
113	To supply potted plants for sale and generate revenue for the Assembly	Supply of 400 Exotic Potted plants for sale to generate revenue for the Assembly	Main Office, Tema Central Sub-Metro offices and some official residences	300 Potted flowers distributed at various locations of the Metropolis including offices and residences	The departments have not started selling potted flowers yet
114	To clear all ceremonial lanes in the Metropolis	Mowing along the ceremonial lanes (for effective supervision, monitoring and maintenance)	Stadium, ceremonial streets, MCEs residence	The Stadium, MCE's residence and other ceremonial roads were duly cleared in course of the year	Additional equipment will be required to make wedding effective
115	To prune all overgrown trees within the metropolis	Pruning of overgrown trees within the Metropolis	Metro wide	The Department pruned all overgrown trees in the communities 7,9, 10 and 11	Additional tools will be required to make pruning of trees effective
116	To build the capacity of officers in the department	Capacity building (selected officers at the unit should obtain technical know-how on the job by 2020)	Officers in the Horticulture department	The head of unit attended a workshop on leadership training on 9 th -10 th March 2020 The Head of Unit attended a workshop in August 2020 to train on Enterprise Risk Management	Workshops were successful but other officers will be encouraged to attend capacity workshops in 2021

Source: Tema Metropolitan Assembly, 2020

Implications of projects and programme status on Assembly goals and objectives

Tables 1.2, 1.3 and 1.4 presents projects, programmes and targeted interventions with varied scope intended to improve the socio-economic conditions of the people of Tema. In line with the goals and objectives of the physical projects, majority of the projects were meant to restore the natural and aesthetic beauty of Tema. This is what is popularly termed the “Tema Restoration Agenda”. The agenda sought to restore Tema back to its past glory. Example of such interventions include the fencing and paving of 15No. Schools, Construction of office complex, Emergency Priority Drainage intervention to alleviate flood risk in selected areas and some construction and rehabilitation of schools to eliminate the shift system in Tema. These project especially the drainage projects when completed will help solve the periodic flooding that the people of Tema use to experience. The above have positive impact on the metro level goals and objectives.

Similarly, the programmes implemented are also geared toward achieving the vision, mission and long term goals of the Assembly. For instance, to ensure a healthy population, the Assembly implement programmes such as disease control and flood prevention, child welfare and promotion programmes, protection programmes for the aged and most vulnerable, intensification of outreach programmes, sensitization to fishermen on fisheries laws and regulations, ensure a higher voter turnout through civic education engagements, etc. The above are meant to ensure a healthy citizen for a healthy economy that all stakeholders aspire to attain.

Success and failure factors

A number of success and failure factors have been identified which either helped or hindered the achievement of programmes and projects in the Assembly. They include:

- Recruitment and engagement of NABCO trainees has also boosted revenue collection and general services delivery in the entire Assembly. With improved workforce, the Assembly have relatively larger workforce for revenue mobilization and the performance of other essential services.
- The introduction of DACF-RFG has also improved the Assembly’s financial standing
- GAMA subsidized household toilets have helped the core poor to access sanitation services at affordable

- The Covid-19 outbreak has greatly affected the performance of the Assembly in the areas of revenue generation and programmes delivery
- However, the creation of Tema West Municipal Assembly has reduced the Assembly's IGF drastically

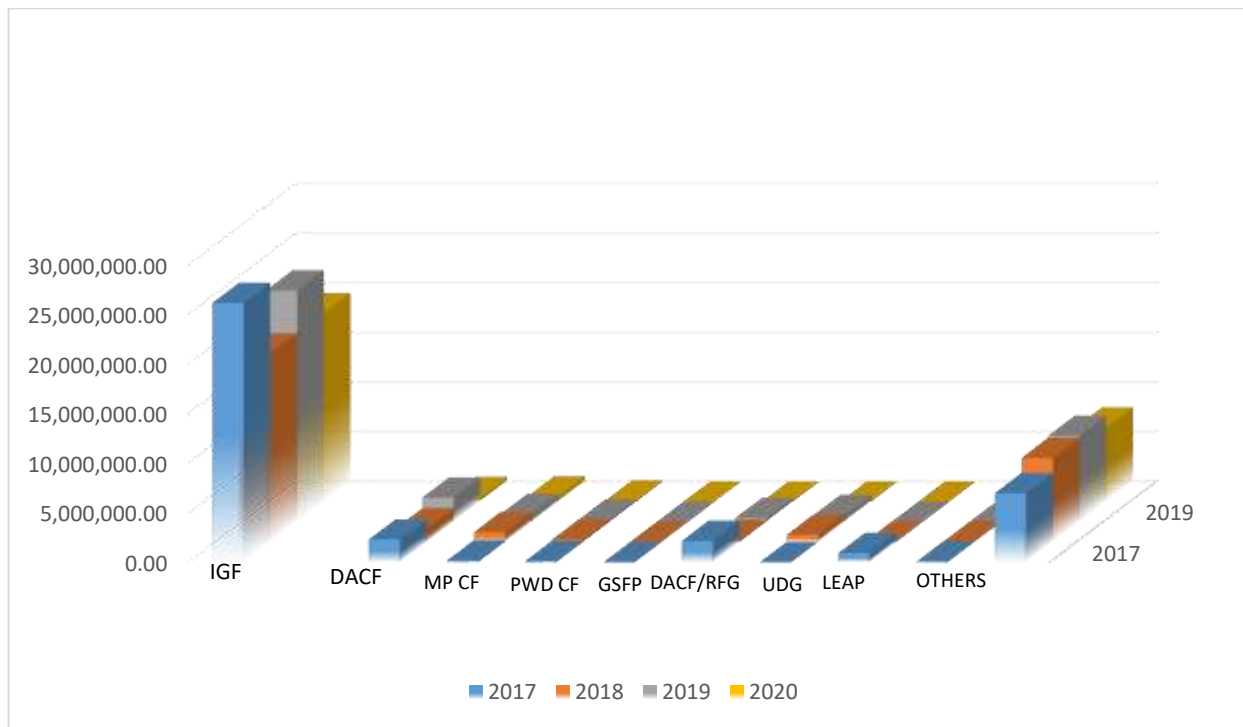
2.1.2 Update on disbursements from funding sources

Table 1.5: Update of Revenue Sources December, 2020

Revenue Item	Baseline 2017	Target 2018	Actual 2018 (December)	Target 2019	Actual 2019 (as at December)	Target 2020	Actual 2020 (December)
IGF	26,129,867.34	19,939,100.54	19,003,276.88	23,091,922.00	23,292,321.49	28,620,779.82	18,981,468.31
DACF	2,280,293.68	8,340,648.88	1,350,175.07	4,595,729.00	2,427,656.78	6,143,818.80	441,568.61
MP's CF	179,036.64	1,000,000.00	966,024.31	600,000.00	757,179.16	600,000.00	500,400.00
PWD CF	118,182.20	250,000.00	237,158.80	150,000.00	216,148.88	150,000.00	100,833.00
MSHAP	0	0	0	0	0	0	0
GSFP	2,145,541.00	450,000.00	175,000.00	450,000.00	365,000.00	180,000.00	-
SRWSP	N/A	N/A	N/A	N/A	N/A	N/A	N/A
DDF/DACF RFG	0.00	1,590,000.00	714,977.98	1,590,000.00	661,042.00	1,334,615.38	-
GSOP	N/A	N/A	N/A	N/A	N/A	N/A	N/A
UNFPA	N/A	N/A	N/A	N/A	N/A	N/A	N/A
UDG	911,326.00	152,978.75	0.00	152,978.75	0.00	0.00	0.00
LEAP	53,260.00	55,000.00	22,000.00	55,000.00	18,000.00	22,000.00	21,000.00
OTHERS	6,948,398.91	11,505,431.69	8,464,984.83	9,247,491.72	8,649,141.89	10,243,529.93	7,441,847.88
Total	15,621,656.41	50,137,274.17	22,482,613.04	44,495,142.72	35,390,234.44	47,092,739.93	27,550,117.80

Source: TMA, 2020

Figure 1.2: Update on Expenditure



Source: TMA, 2020

The Assembly's Internally Generated Funds realised for the period amounted to GHc18,981,468.31 whilst DACF contributed GHc441,568.61 to the Assembly's total revenue. Moreover, MPs Common Fund amounted to GHc500,400.00 and GHc100,833.00 also came from PWD Common Fund for the period under review. As indicated from the table, the Assembly's IGF is the single and most important revenue source for the Assembly (Refer to Figure 1.2). However, it is worth noting that DDF funding source ended in 2018 and for that matter, the Assembly no longer realised anything from that funding source. This fund was therefore replaced by DACF-RFG with same guidelines for operationalization. For this funding source, the Assembly is yet to receive its share for the period.

The Assembly also received GHc7,441,847.88 from other sources such as GoG salaries, MAG & LED, HIPC, GASSLIP, Road Fund, GoG goods and services as indicated in Table 1.5 above. Funds for LED mainly constituted funds from Common Wealth Local Government Forum (CLGF) to support Local Economic Development activities. Also, MAG funds were released to support Agricultural activities at the local level. Subsequently, GoG Funds were made available

to pay Compensation of Employees and Goods and Services for decentralized departments. No funds were released under HIPC, GASSLIP and Road Fund. However, the increased in IGF also means increased in the proportion of resources used for capital investment projects for 2020. In the case of Tema, the increased IGF has resulted in an increased number of capital projects.

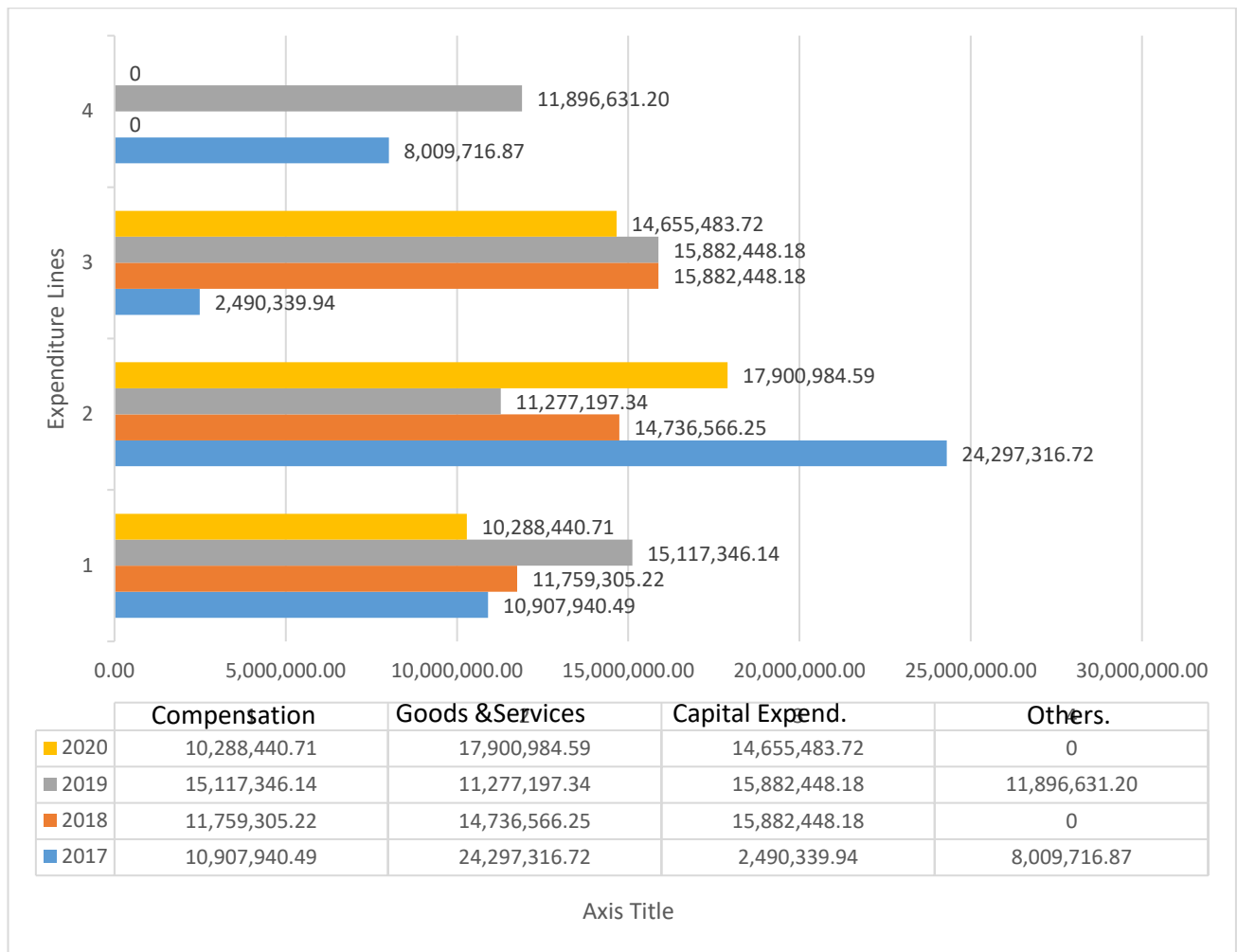
A number of success and failure factors have been identified to contribute to the above. They include the following: Due to the impact of COVID-19, the Assembly was not able to organize public forum in the form of Town halls and durbars to educate citizens to improve revenue collection; reduction in rate impost on properties whereas Land Valuation validated the ratable values of the affected properties. This led to a significant reduction which was easy for ratepayers to pay; the Assembly also undertook massive business registrations to update the database which led to effective billing, follow ups, enforcement and rate collections; further to the above, the Assembly identified and implemented Vehicle Towing and Clamping through an outsourced company leading to a boost in the IGF performance. This operation is managed by the Department of Transportation; however, inadequate logistics and vehicles for revenue mobilizations were some of the failure factors.

Table 1.6: Update on Expenditure

N O	Item	2017 (Baseline)	2018		2019		2020	2020
			Budgeted	Actual (December)	Budgeted	Actual (December)	Budget ed	Actual (December)
1.	Compensation	10,907,940. 49	11,783,535. 00	11,759,305.2 2	11,783,535. 00	15,117,346. 14		10,288,440.71
2.	Goods & Services	24,297,316. 72	16,634,352. 41	14,736,566.2 5	16,634,352. 41	11,277,197. 34		17,900,984.59
3.	CAPEX	2,490,339.9 4	36,184,403. 00	15,882,448.1 8	36,184,403. 00	15,882,448. 18		14,655,483.72
4.	Others	8,009,716.8 7	29,299,772. 46	8,371,053.86 .14	29,299,772. 46	11,896,631. 20		-
	Total	62,106,908. 96	57,717,659. 86	34,866,925.3 3	43,019,228. 14	34,154,317. 95		42,844,909. 02

Source: TMA, 2020

Figure 1.3: Update on Expenditure



Source: TMA, 2020

Table 1.6 and Figure 1.3 shows the expenditure pattern of the Assembly from 2017 to 2020 as follows: in the 4th quarter, the Assembly incurred GHc10,288,440.71 for compensation, GHc17,900,984.59, for goods and services and GHc14,655,483.72 for capital expenditure. For the period, out of the total expenditure GHc42,844,909.02 of the Assembly expenditure items, the highest component was expenditure on goods and services as can be inferred from Table 1.6. In line with Assembly’s mandate to ensure the safety of its citizens in the midst of COVID-19, expenses were geared towards providing items such as hand washing facilities, hand sanitizers, nose masks, canopies for temporal markets etc.

In all these, the expenditures for the year have all been in line with the Assembly’s vision, mission, goals and objectives for the year. Thus, the Assembly has the overall mission of protecting lives and properties and also ensuring that inhabitants the full benefit of modernization and comfort. This is seen in the type and scale of interventions it has provided to its citizens in in the form of free distribution of facemasks, sanitizers and food in the period of the lockdown implemented in Tema from March to June 2020 as measures to contain the spread of COVID-19. The above has resulted in a reduction of the spread of the virus in Tema even though is a Port City as other parts of the world who are hard hit by the pandemics. In all, effective financial management is key to achieving the successes.

Table 1.7: Update of Critical Development and Poverty 2020

Critical development and poverty issues	Allocation GHC	Actual Receipt GHC	No. Of Beneficiaries	
			Targets	Actual
Ghana School Feeding Programme	300,000.00	2,145,541.00	25,000	24,912
National Health Insurance	Nil	1,252,944.00	169,784	152,543
Livelihood Empowerment Against Poverty (LEAP) programme	53,260.00	53,260.00	833	474
National Youth Employment Program (Now YEA)	15,000.00	0.00	40	29
One District-One Factory Programme	50,000.00	8,000.00	100	0
One Village –One Dam Programme	-	-	-	-
One Constituency – One Million Dollars Programme	13,350,000.00	0.00	3 Constituencies	0
Planting for Food and Jobs Programme	125,000.00	75,000.00	450	450
Free SHS Programme	600,000.00	552,945.00	4,000	6,430
National Entrepreneurship and Innovation Plan	44,000.00	0.00	0	0

Source: TMA, 2020

Note: allocated budget for National Entrepreneurship and Innovation Plan; National Youth Employment Program; One District-One Factory Programme are from the Assembly’s own budget to support the coordination of the programme.

2.1.3 Performance of Indicators against Targets

In order to measure the extent of progress chalked with respect to the implementation of activities within the Tema Medium Term Development Plan (MTDP) for the plan period, indicators and targets were developed. In this section, the indicator targets were measured against the actual achievements. The performance indicators in the agricultural sector have not been impressive over the year. Thus, the slump in performance of staple crops like maize, cassava (from 1,122.2 MT in 2017 to 11,924MT in 2020); livestock (37,215 in 2017 to 50,000 in 2020) and fisheries (120,800 in

2017 to 180,000MT in 2020). This is attributed to the increased urbanization and changes in land use from agriculture to industry and housing as well as the depletion of fish stock due to climate change. Thus, the percentage of arable land under cultivation has reduced from 15% in 2018 to 8% for the year 2020.

The proportion of the population with access to basic drinking water sources has increased from 99% in the base year to 100% for 2020. This can largely be attributed to the support from the GASSLIP and GAMA/SWP project in implemented in the Tema metropolis. The above have improved the health and living conditions of the people of Tema. More so, there has been a significant increase in the number of people who have registered and renewed their health insurance cards compared to previous years (from 144,667 in 2017 to 170,190 in 2020).

There was also a general reduction in crime cases in the metropolis to a total of 4 cases for the year 2020 compared to 6 cases for 6 cases in 2019. This can be attributed to the retooling of the police service by the government to get rid of all criminal activities in Tema. Finally, the number of communities affected by disaster was 3 but have increased to 5 cases during the period under review. This means there is the need for increased public education and awareness on disaster prevention.

Success and failure factors

- Prudent revenue management strategy was employed
- Improved team work and collaboration among units and departments. This has improved data collection and collation for updating the core indicators.
- Increased public education and awareness on disaster prevention
- Improved revenue mobilization (IGF) for improved service delivery
- Increased security presence and surveillance in the city.
- Inadequate logistics (vehicles, laptops, printers, etc) hindered the Assembly's ability to carry out more monitoring and evaluations for the year as well as increase revenue for the Assembly.

Table 1.8: Agenda for Jobs (2018-2021) Final List of District Core Indicators

Indicators	Indicator Definition	Disaggregation	Monitoring Frequency	Baseline (2017)	Target	Actual	Target	Actual	Targets	Actual	Targets	Actual
					2018	2018	2020	2019	2020	2020	2021	2021
Development Dimension: Economic Development												
Goal : Build a Prosperous Society												
1. Total output of agricultural production -staples ¹ (Mt) -Selected cash crops ² (Mt) -Livestock and poultry ³ (count) -Fisheries (Mt)	Total quantity of selected crops, livestock and poultry and fisheries produced in the district in a given year	By category: Staple crops Selected cash crops Livestock and poultry Fisheries	Annual/ quarterly	Staples – 1,122.2 MT Cash Crops – N/A Livestock – 37,215 Fisheries – 120,800	Staples – 1,092 MT Cash Crops – N/A Livestock – 40, 000 Fisheries – 120,800	Staples – 1,076.3 MT Cash Crops – N/A Livestock – 23, 743 Fisheries – 50,800	Staples – 1,100 MT Cash Crops – N/A Livestock – 40,000 Fisheries - 140,000	Staples Maize – 80.0 Onions – 10.50 Tomatoes – 12.00 Total – 102.5 MT Cash Crops – N/A Livestock Sheep & Goats - 430 Cattle - 100 Pigs - 3000 Grasscutter - 50 Rabbit - 60 Poultry Layers - 3500 Broilers - 1500 Cockerels - 530 Ducks – 50 Turkeys – 30 Guinea fowls – 50 Local birds – 900 Total – 10,200 Fisheries – 204,600MT	Staples – 1,150 MT Cash Crops – N/A Livestock – 50,000 Fisheries - 180.000	Staples Maize – 88.0 Onions – 12.50 Tomatoes – 18.00 Total – 118.5 MT Cash Crops – N/A Livestock Sheep & Goats - 530 Cattle - 121 Pigs - 3257 Grasscutter - 85 Rabbit - 81 Poultry Layers - 3900 Broilers - 1950 Cockerels - 620 Ducks – 58 Turkeys – 62 Guinea fowls – 60 Local birds – 1200 Total – 11,924 Fisheries – 220,700MT	Staples – 1,150 MT Cash Crops – N/A Livestock – 50,000 Fisheries - 180.000	N/A

¹ Maize, Rice (milled), Millet, Sorghum, Cassava, Yam, Cocoyam, Plantain, Groundnut, Cowpea, Soybean

² Cocoa, Shea butter, Oil palm, Cashew nut, Cotton

³ Cattle, Sheep, Goat, Pig, poultry

2. Percentage of arable land under cultivation	Area of land (in hectares) put under agricultural production expressed as a percentage of total arable land within the district	By category: Staple crops Selected cash crops	Annual/ quarterly	5% of 53sq km	15%	8%	15%	8%	15%	8% (food crops)	15% (food crops)	N/A
3. Number of new industries established	Count of industries established in the district including cottage industries, 1D1F etc.	By sector: agriculture, industry, service	Annual	Total 410 Agric: 5 Industry:190 Service:215	Total 500 Agric: 40 Industry:195 Service:265	Total 418 Agric: 5 Industry:193 Service:220	Total 500	Total 423 Agric: 6 Industry:195 Service:222	Total 520	Total 423 Agric: 6 Industry:195 Service:222	Total 520	N/A
4. Number of new jobs created	The count of new jobs created per sector including those under the special initiative	By sector (temporal/ permanent/sex): Agriculture industry, service	Annual	0	NABCO Total = 1500 F = 700 M = 800	NABCO Total = 1572 F = 629 M = 943	NABCO Total = 2500 F = 1100 M = 1400	NABCO Total = 1356 F = 543 M = 813	NABCO Total = 3500 F = 2100 M = 2400	NABCO Total = 1228 F = 510 M = 718	NABCO Total = 3500 F = 2100 M = 2400	N/A
5. Number of people employed by the Assembly on IGF (local level Indicator)	The count of people employed by TMA on the IGF pay roll	By sex	Annual	Total =474 F=285 M= 189	Total=474 F=285 M=189	Total =349 F=271 M= 78	Total =485	Total =349 F=271 M= 78	Total =490	Total =352 F=276 M= 76	Total =490	N?A
Development Dimension: Social Development												
Goal: Create opportunities for all Ghanaians												
1. Net enrolment ratio	The ratio of appropriately aged pupils enrolled at a given level expressed as a percentage of the total population in that age group	Kindergarten Primary JHS	Annual	KG: 48.4 Prim: 96.2 JHS: 64	KG: 45.1 Prim: 97.8 JHS: 66.1	KG: 62.3 Prim: 106.0 JHS: 69.3	KG: 45.1 Prim: 97.8 JHS: 66.1	KG: 62.7 Prim: 105.6 JHS: 74.8	KG: 65.4 Prim: 102.0 JHS: 71.7	KG: 62.7 Prim: 105.6 JHS: 74.8	KG: 65.4 Prim: 102.0 JHS: 71.7	N/A
2. Gender parity	Ratio of male to female enrolment rates	Kindergarten Primary JHS SHS	Annual	KG: 0.98 PRY: 1.02 JHS: 0.93 SHS: 0.93	KG: 1.00 PRY: 1.00 JHS: 0.93 SHS:0.93	KG: 1.00 PRY: 0.99 JHS: 0.95 SHS: 0.94	KG: 1.00 PRY: 1.00 JHS: 0.93 SHS:0.93	KG: 1.02 PRY: 1.01 JHS: 1.08 SHS: 0.64	KG: 1.00 PRY: 1.00 JHS: 0.98 SHS: 0.98	KG: 1.02 PRY: 1.01 JHS: 1.08 SHS: 0.64	KG: 1.02 PRY: 1.01 JHS: 1.08 SHS: 0.64	N/A
3. Completion rate	Ratio of the total number of boys/girls enrolled in the last grade of a given level of education (Primary 6, JHS 3, SHS 3), regardless of age, expressed as a percentage of the total district population of boys/girls of the theoretical entrance age to the last grade of that level of education	Kindergarten Primary Presented separately for boys and girls: JHS SHS	Annual	KG: 130.1 PRY: 107.7 JHS: 98.1 SHS: 15.2	KG: 131.0 PRY: 112.5 JHS: 99.6 SHS: 15.5	KG: 111.5 PRY: 120.3 JHS: 104.3 SHS: 15.0	KG: 131.0 PRY: 112.5 JHS: 99.6 SHS: 15.5	KG: 95.2 PRY: 136.6 JHS: 119.4 SHS: 60.4	KG: 113.2 PRY: 122.1 JHS: 106.1 SHS: 18.2	KG: 95.2 PRY: 136.6 JHS: 119.4 SHS: 60.4	KG: 95.2 PRY: 136.6 JHS: 119.4 SHS: 60.4	N/A

4. Number of operational health facilities	Total number of health facilities able to deliver basic health care	CHPS Clinics Hospitals	Annual	CHPS: 1 Clinics: 4 Hospitals: 1	CHPS: 5 Clinics: 4 Hospitals: 1	CHPS: 1 Clinics: 4 Hospitals: 1	CHPS: 7 Clinics: 5 Hospitals: 1	CHPS: 4 Clinics: 3 Hospitals: 1	CHPS: 8 Clinics: 5 Hospitals: 1	CHPS: 3 Clinics: 3 Hospitals: 1	CHPS: 3 Clinics: 3 Hospitals: 1	N/A
5. Proportion of population with valid NHIS card	The population with valid NHIS card, expressed as a percentage of total district population	Total (by sex) Indigents Informal Aged Under 18years Pregnant Women	Annual	Total = 55.2% 144,667 Male 45% Female 55% Aged 13% Under 18years38% Pregnant Women15%	Total = 57.2% 149,984 Male 45% Female 55% Aged 14% Under 18years38% Pregnant Women16%	Total = 67% 162,542 Male 45% Female 55% Male 45% Female 55% Aged 15% Under 18years40% Pregnant Women16%	Total = 70%	Total = 67% 170,190 Male 41% Female 59% Indigents 0.03% Informal 40.7% Aged 4.3% Under 18years 41.3% Pregnant Women 4.9%	Total = 75%	Total = 68% 168,788 Male 43% Female 60% Indigents 0.03% Informal 40.7% Aged 5.4% Under 18years 42.3% Pregnant Women 5.4%	Total = 68% 168,788 Male 43% Female 60% Indigents 0.03% Informal 40.7% Aged 5.4% Under 18years 42.3% Pregnant Women 5.4%	N/A
6. Proportion of population with access to basic drinking water sources	Share of the district population with access to basic drinking water sources including boreholes, standpipes, protected dug wells etc. expressed as a percentage of total district population	District Urban Rural	Annual	98% (Urban)	100% (Urban)	99% (Urban)	100% (Urban)	99% (Urban)	100% (Urban)	99% (Urban)	99% (Urban)	N/A
7. Proportion of population with access to improved sanitation services	Share of population with access to basic sanitation services including ventilated improved pit latrines, flush toilets to sewer systems, septic tanks or pit latrines, composting toilets etc. expressed as a percentage of total district population	District Urban Rural	Annual	91% (Urban)	95% (Urban)	92% (Urban)	98% (Urban)	92% (Urban)	100% (Urban)	93% (Urban)	94% (Urban)	N/A

8.	Number of births and deaths registered	Count of births and deaths registered at registering institutions	Birth (sex) Death (sex, age group ⁴)	Annual	Births F = 5225 M = 5497 Deaths F = 1381 M = 1568 Infant Deaths F = 107 M = 100 Adult=2,203 Youth=357 Children=181	Births F + M = 13,000 Death =1,200 Infant Deaths=100 Adult=2,100 Youth=300 Children=100	Births F = 5,588 M = 5,801 Death F = 1,190 M = 1543 Infant Deaths F = 68 M = 48 Adult=2,196 Youth=356 Children =180	Births F + M = 5,224 M= 2,635 Death F= 2,589 Death =703 Infant Deaths=40 M=19 F=21 Adult=1,100 Youth=200 Children =80	Births F = 2,589 M = 2,635 Death F = 333 M = 370 Infant Deaths F = 21 M = 19 Adult=4493 Youth=731 Children =40	Births F + M = 17,000 Death =900 Infant Deaths=80 Adult=1,000 Youth=150 Children =50	Births F = 1172 M = 1115 Death F = 386 M = 368 Infant Deaths F = 9 M = 15 Adult=4493 Youth=731 Children =24	Births F + M = 17,000 Death =900 Infant Deaths=80 Adult=1,000 Youth=150 Children =50	N?A
9.	Total number of recorded cases of child trafficking and abuse	Count of recorded cases of child trafficking and child abuse cases in the district	Child trafficking (sex) Child abuse (sex)	Annual/ quarterly	Zero incident of trafficking Child Abuse F = 1 M = 1	Zero incident of trafficking Child Abuse F = 1 M = 1	Zero incident of trafficking Child Abuse Female = 1 Male = 0	Zero incident of trafficking Child Abuse Female = 0 Male = 0	Zero incident of trafficking Child Abuse Female = 0 Male = 0	Zero incident of trafficking Child Abuse Female = 1 Male = 1	Zero incident of trafficking Child Abuse Female = 0 Male = 0	Zero incident of trafficking Child Abuse Female = 1 Male = 1	N?A
10.	Maternal mortality ratio (Institutional)	Maternal deaths recorded per 100,000 live births in the district	District	Annual	399	210	208	150	288	100	288	100	N?A
11.	Malaria case fatality (Institutional)	Total malaria deaths expressed as a percentage of total malaria admissions in health facilities	Sex Age	Annual	0.42% Male0.20% Female0.22%	0% Male 0% Female 0%	0% Male0.21% Female0.21%	0% Male 0% Female 0%	0% Male 0% Female 0%	0% Male 0% Female 0%	0% Male 0% Female 0%	0% Male 0% Female 0%	N?A
Development Dimension: Environment, Infrastructure and Human Settlements													
Goal: Safeguard the Natural Environment and Ensure a Resilient, Built Environment													
1.	Percentage of road network in good condition	The total km of classified road network in good condition expressed as percentage of total road network	Total Urban Feeder	Annual	160.91km (Urban) si	180km (Urban)	58km (Urban)	200km (Urban)	58km (Urban)	250km (Urban)	7km (Urban) (Riding surface of gravel roads)	250km (Urban)	N?A
2.	Percentage of communities covered by electricity	The number of communities in the district connected to the national grid divided by total number of communities in the district expressed as a percentage	District Rural Urban	Annual	88% (all Urban, since the metropolis is fully urbanised)	100% (all Urban, since the metropolis is fully urbanised)	99% (all Urban, since the metropolis is fully urbanised)	100% (all Urban, since the metropolis is fully urbanised)	99% (all Urban, since the metropolis is fully urbanised)	100% (all Urban, since the metropolis is fully urbanised)	99% (all Urban, since the metropolis is fully urbanised)	100% (all Urban, since the metropolis is fully urbanised)	N?A

⁴ Children (below 18 years), Youth (18-35 years), Adult (above 35 years)

Development Dimension: Governance, Corruption and Public Accountability												
Goal: Maintain a Stable, United and Safe Society												
1. Percentage of Annual Action Plan implemented	Total number of activities implemented divided by the total number of planned activities in a given year expressed as a percentage	District	Annual	95%	100%	94%	100%	95%	100%	100%	N/A	N/A
2. Reported cases of crime	Total number of reported cases of major crimes including rape, armed robbery, defilement, and murder recorded by Ghana Police in a given year	By type	Annual	Total=116 Rape – 10 Robbery – 51 Defilement – 49 Murder-6	Total=31 Rape-5 Robbery-10 Murder -1 Defilement-15 Murder-1	Total=117 Rape – 13 Robbery – 62 Defilement-33 Murder-9	Total=13 Rape – 2 Robbery – 5 Murder -2 Defilement-5 Murder - 1	Total=12 Rape – 1 Robbery – 11 Murder -0 Defilement-0 Murder-0	Total=6 Rape – 5 Robbery – 31 Murder -5 Defilement-3 Murder-0	Total=4 Rape – 0 Robbery – 3 Defilement-00 Murder-1	Total=6 Rape – 5 Robbery – 31 Murder -5 Defilement-3 Murder-0	N/A
3. Number of communities affected by disaster	Count of disaster incidents recorded at the district including floods, bushfires etc.	Bushfire Floods	Annual/ quarterly	Fire = 9 Flood = 2	Fire = 0 Flood = 0	Fire = 7 Flood = 1	Fire = 0 Flood = 0	Fire = 2 Flood = 1	Fire = 1 Flood = 0	Fire = 5 Flood = 0	Fire = 1 Flood = 0	N/A

Source: Tema Metropolitan Assembly, 2020

2.1.4 Update on Critical Development and Poverty Issues

Overview

In line with the objective of the government to support the poor and the vulnerable as well as enhance value addition to transform the structure of the economy, the Assembly has initiated a number of social interventions aimed at alleviating poverty in the metropolis. Some of these initiatives are: implementation of the Ghana School Feeding Programme, Capitation Grant, National Health Insurance (NHIS), LEAP, One-District–One Factory Programme (1D1F), Planting for Food and Jobs, One -Village One - Dam Programme, One-Constituency One-Million Dollars Programme, Scholarship for needy but brilliant students, HIV and AIDS programmes, support for Persons With Disabilities, COVID-19 Update, etc.

COVID-19 Update in the Tema Metropolis

Following the outbreak of the Novel Corona Virus (COVID-19) in Wuhan in the Hubei Province in China and the subsequent spread across the globe, His Excellency the President, H. E. Nana Addo Dankwa Akufo-Addo instituted directives to contain and prevent the spread of the virus in our country. As a result, the Ministry of Local Government and Rural Development provided guidelines for implementation by all MMDAs to be able to achieve the objective set by the President. These include the establishment of the Public Health Emergency Committee (PHEC) with representation from various stakeholders. Before the reopening of schools, management conducted monitoring exercise to the schools to assess the situation and also ascertain if the creation of the temporal markets affected school infrastructure. The Assembly working through the Public Health Emergency Committee have undertaken the following key activities to achieve its mandate:

1. Creation of temporary markets to address mass gathering at the market centres

The Assembly took a decision to close a number of existing markets and create Temporary Open Markets at designated sites to serve the needs of residents. The locations were carefully chosen to provide convenience to residents, by way of proximity. Residents were able to access these market centres without travelling long distances. The following existing markets were closed; Tema Main Market; Community 4 Market; Community 7 Market; Community 9 Market; Gallas Market and Tema Manhean Canoe Basin Market. As a solution to the closure of the markets, the Temporary

Open Markets were open: Oninku School Open Market and Twedaase School Open Market to serve the people of community 1; Chemu Open Market to serve 7 and its environs. The creation of these markets provided huge relief to sellers and buyers, who thronged the market centres to restock during the Partial Lockdown period. They had enough space to enable them observe social/physical distancing. However, due to the reopening of schools, traders from Oninku market has been moved back to the main market.

2. Provision of sanitation items and other interventions at the temporary open markets

As a measure to enhance the observance of good hygienic practices at the Temporary Open Markets, the Team dispatched several Sanitation items including Veronica Buckets, Liquid Soaps and Tissues to address the sanitation needs of sellers and buyers at the various market centres. Again, the Assembly procured ten (10) infra-red Temperature guns to take the temperature of all patrons entering the market space. Mobile toilets were placed at vantage points to serve the needs of the market women and all those who patronized the temporary market centres.

3. Free distribution of face mask and enforcement of mandatory wearing of Face Masks

The Assembly's bid to enforce the mandatory wearing of Face masks at all Public places throughout the Metropolis, the Assembly has decided to show the way by distribution Free Face Masks to as many poor and vulnerable persons as possible. The strategy of the Assembly is to make compliance very easy for everyone. During the 4th quarter, the Metro Co-ordinating Director and other Officials distributed over 5,000 face masks to commuters at the Transport Terminals and the Open Markets. This is in furtherance to the directives by the President to continually use the face masks even though the cases of COVID-19 have been on the decline.

4. Construction of Isolation Centre for Tema

The Tema Metropolitan Assembly and VALCO Ltd has also rehabilitated the old VALCO Clinic at Tema Community 4 to be used as an isolation centre for treating Covid-19 patients. The renovation works have been completed awaiting to be used (Refer to Figure 1.4).

Figure 1.4: VALCO Clinic



Source: TMA, 2021

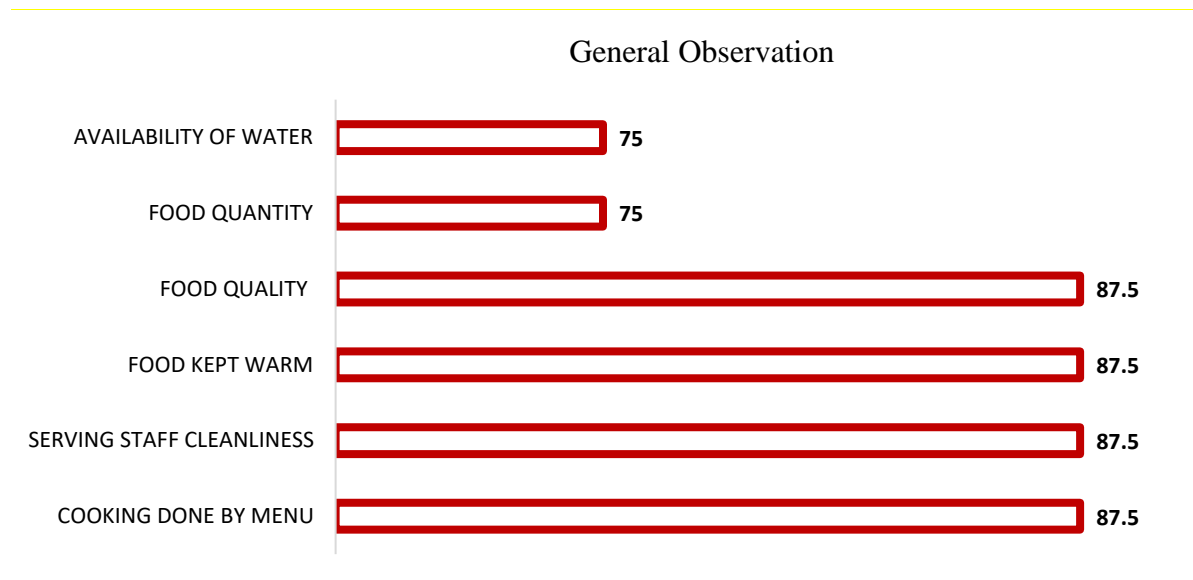
Update on the Ghana School Feeding Programme (GSFP)

The implementation of the Ghana School Feeding Programme (GSFP) which is aimed at increasing school enrolment and retention, improving the nutritional status of the children at the basic level as well as boosting local food production is on course. Thirty-four (34) Public Schools with an enrolment of 13,894 pupils (7,040 females and 6,853 males) are benefiting from the programme. In addition to the above benefits, the programme has provided employment to about 152 people/businesses (48 caterers and 104 cooks) in the metropolis. Due to the closure of schools on 16th March, 2020 necessitated by COVID-19 pandemic and subsequent ban on public gatherings, implementation of the GSFP in the metropolis continued to be put on hold throughout the year 2020.

This section therefore details out activities carried out in respect of the “1 Hot Meal” for JHS final students. As a committee already in charge of the implementation of Ghana School Feeding Programme (GSFP) at the primary school level it was just in line with our responsibilities when the Metropolitan Assembly requested our service in monitoring the President’s initiative of one hot meals for JHS final year pupils. With a number of beneficiary schools selected comprising of both public and private, the members of the Metropolitan Implementation Committee (MIC) were divided into subgroups for the purpose monitoring. Among schools visited were, St. Albans, St.

Paul's, Lorenz Wolf, Golden Treasures, Dorsons, Akodzo, Twedase and MARBS JHS. This report however, gives a general overview of the impact of the project in the Tema Metropolis. In all 27 public schools (2,195 pupils) and 67 private schools (1,704 pupils) benefited from the initiative. Figure 1.5 shows the observations and recommendations made on the monitoring activities.

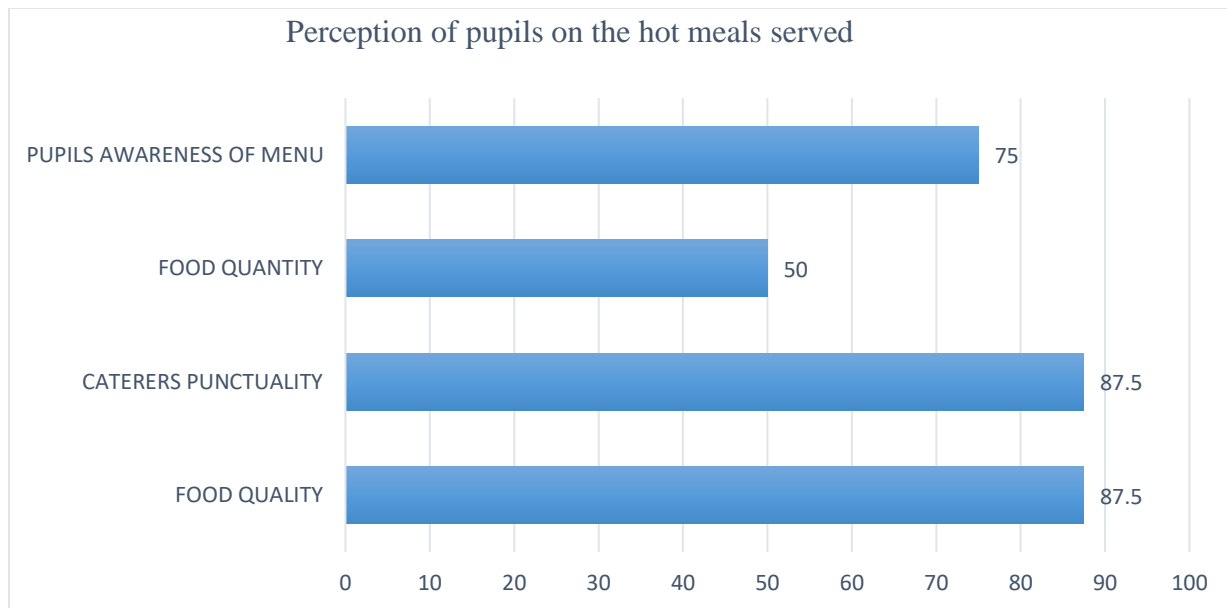
Figure 1.5: General Observation



Source: TMA, 2020

Availability of potable water was 75% and observed cleanliness of the serving staff was 87.5%. Also, about eighty-seven percent (87.5%) mark was observed for the use of GSFP menus in cooking. However, in all schools the number of teaching and non-teaching staff was higher than the figures that were given by GSFP National Secretariat to caterers. The situation resulted in some staff not being served food, or those served were served for free (caterers were not reimbursed) since GSFP National Secretariat said it did not budget for those extra number of staff in the schools. Furthermore, even though teachers were not expected in schools at Examination Centres, in most cases teachers escorted the candidates to the Exams Centres. This situation resulted in some invigilators not getting food to eat during the exams week. Argument for teachers to at least escort their respective students to Examination Centres also came up strongly.

Figure 1.6: Perception of pupils on the hot meals served



Source: Field Survey, 2020

The pupils give a fifty percent (50%) mark for the quantity of the food (See Figure 1.6). This clearly indicates that most of the caterers were not serving according to the size 4 pack size as recommended. However, the pupils mentioned that the caterers were most of the times punctual (87.5%) and served very nutritious meals (87.5%). In all the initiative has been very much appreciated especially by the beneficiaries. That notwithstanding, the GSFP's requirements of packaging foods, adding Sachet water in take away polythene bags made caterers run at a loss since the GHc 3.50 was not enough. In business wise it was not profitable for the caterers. Therefore, caterers and even some nutrition (experts) officers from Ghana Health Service suggested the menu should be reviewed for next time project. The addition of eggs to every meal were too much as some pupils complained. For instance Banku & Fish was rather preferred to Banku & Egg. Other key recommendations include the following:

- It is recommended that this initiative be sustained especially in public schools since it was a big relief for pupils from poor home and also provided trusted/healthy source of food in the midst the COVID 19 pandemic and communicable diseases.
- That henceforth implementation of the Ghana School Feeding Programme should be guided by rules and regulations enshrined in Operations Manuals.

- All Schooling Feeding activities should be properly communicated to the assemblies; and as primary stakeholders they should be properly involved.
- Collation of data especially on enrolment figures for pupils, teaching and non-teaching staff and invigilators should do well. The District Assemblies and Ghana Education Service should be trusted to work on this.
- In the future food should be served from food warmers. Students should bring their plates/bowls and also buy their water which is just 20 pesewas. Alternatively, the feeding fees should be increased to at least Five Cedis (GHc5.00) or Ten Cedis (GHc10.00). The increase would help caterers to break even.
- Release of fund to caterers should be prompt. Delay in payment has had negative effects on the implementation in term of quantity, quality and sometimes provision of meals.
- There is a perception of too much micromanagement from the Mother ministry of late which does not encourage some Local Assemblies to support the programme at the local level, such as provision of vehicle for monitoring, etc. It is our earnest hope that, going forward, all Ghana School Feeding Programme activities would be guided by its own promulgated laws.

Capitation Grant

The capitation grant scheme was introduced to basic schools as an intervention aimed at lessening the burden of the numerous levies and fees on parents. The school level which are seen as inhibiting factors for considerable number of parents from enrolling their children in school, especially in the rural deprived areas are to be lessened. For 2020, the metropolis is yet to receive funding.

National Health Insurance Scheme (NHIS)

The goal of the NHIS is to provide equitable access and financial coverage for basic health care services to Ghanaians which falls in line with the vision of the Assembly. The scheme has a total membership of 170,190 (made up of new and existing members) as at September, 2020 out of its target of 185,125 for the year (See Table 1.11). However, the target is to achieve 100% coverage in the metropolis. The coverage has implication on the health of the people especially the poor and vulnerable group. The scheme however does not receive subvention from the national government

to finance its operations but relies on its resources from the renewal of premium to support the day-to-day running of the place.

Table 1.11: NHIS Membership for Tema

Categ.	Formal		SSNIT contributors		SSNIT pensioners		Indigents		Under 18		70years and above		Pregnant	Total
	M	F	M	F	M	F	M	F	M	F	M	F		
New	6,354	5,434	1,263	399	86	24	16	11	8,523	9,003	150	185	2,444	33,892
Renewal	16,414	41,124	6,573	4,707	1,311	656	15	14	26,079	26,643	2,853	4,072	5,837	136,298
Total	22,768	46,558	7,836	5,106	1,397	680	31	25	34,646	35,646	3,003	4,257	8,281	170,190

Source: Tema Metropolitan Assembly, 2020

Youth Employment Agency

The National Youth Employment Programme now Youth Employment Agency also continue to feature strongly in the metropolis. They continue to offer meaningful avenues for skills training among the youth. The models being implemented include: apprenticeship in dress making, electrical, auto-mechanics, etc. For the year, the agency inaugurated the District Youth Parliament with the objective of increasing youth participation in governance for sustained growth. For the first time 33 young people participated in the programme.

One - District –One Factory Programme (1D1F)

This initiative is aimed at establishing at least one factory in each district as a means of creating economic growth poles to accelerate the development of those areas and jobs for the youth. It is one of the Government’s flagship projects rolled out in all the MMDAs in the country. It has the objective of transforming the structure of the economy from one dependent on production and the export of raw materials to a value-added industrialised economy driven by the private sector.

Tema has Eleven (11) companies under the 1D1F programme being implemented by the government. This include the initial Nine and the Two that has been added recently. They are Blowchem Company Limited and Matrix Industries Ltd. Table 1.12 below gives information on the companies. Out of all these, Mikaddo Ltd has shown steady progress works in the construction of the factory. The DIT members carried out a monitoring visit to the company to ascertain

progress of works done and offer useful recommendation to aid the full operationalization of the firm. The biggest issue recorded from the field is that, the company have some financial challenges as the loans they are requesting is yet to be made available to them. It is therefore highly recommended that the ministry facilitate the acquisition of the loan to ensure the fulfilment of the objective.

Table 1.12: Companies and Nature of Activity (1D1F)

No.	Name of Company	Name of Promoter	Gender	Nature of Activity
1.	Se Goodguy Ltd Tema	Mr. Ernest Agyanim-Boateng	M	Manufacture of Tiles and Ceramics
2.	Eastern Alloys Tema	Mr. Michael Tetteh	M	Manufacture of toilet rolls
3.	Sons Development Group Tema	Mr. Agyenim Boateng	M	Estate Development
4.	Daepyung-Evadams Tema	Mr. Prince Offei Adamson	M	Manufacture of nails& steel products
5.	Techno Products Africa Ltd, Kpone	Mr. Robert Wegbe/ Oheneba Toahene	M	Waste-To-Energy
6.	Maagrace Garment Industries Ltd. Tema	Mrs. Comfort Owusu Agyemang	f	Produce Garments
7.	Benjamin's hot Chocolate Tema	Mr. Benjamin Mougarbel	f	Produce hard and sealed non- alcoholic beverage
8.	Abaso Cocoa Mills Ltd. Tema	Emmanuel Manukure Gyasi	f	Process Cocoa Beans into Butter, Powder & Liquor
9.	Mikaddo Company Ltd	Micheal Minu	f	Manufacture of Pharmaceutical Product

Source: Tema Metropolitan Assembly, 2020

One Constituency - One Million Dollar Programme

This is also one of the flagship projects being implemented by the government to accelerate socio-economic development in the 275 constituencies in Ghana. The \$1 million dollars for each constituency will be spent on government's priority projects such as the "One district-one factory, one village one dam, warehouses for planting for food and jobs among others. For the period under review, the Tema East constituency has invited bid for its proposed construction of a Divisional Police Headquarters and is yet to cut sword for the construction of the 100bed Hospital at Tema Newtown.

Planting for Food and Jobs / Rearing for Food and Jobs Programme

The Assembly has stepped up activities in the implementation of the Planting for Food and Jobs Programme. A total of 5,280 bags (25kg) of NPK and 3,500 bags (25kg) of Urea were received by two (2) Agro-Input shops within the metropolis of which all were distributed. Furthermore, the period under review, a total of 1,250 kilograms of Hybrid seed maize was received and accessed. Within the same period under review, a total of 6,660 kilograms of Obaatampa (OPV seed maize) was also received by two Agro input shops of which all was accessed.

Chemicals distributed to farmers during the quarter include: Emastar- 9 mls. And Adepa- 3 litres. These were distributed to Twenty (19) males and Two (1) females. Within the Metropolis, a total of six hundred and twenty nine (629) farmers made up of five hundred and five (505) males and one hundred and twenty four (124) females and four hundred and forty-two (442) farmers made up of three hundred and fifty three (353) males and eighty nine (89) females have so far benefitted from NPK and Urea fertilizers respectively. Again, a total of one hundred and fifty-six (156) farmers, made up of one hundred and twenty-four (124) males and thirty-two (32) females have so far benefitted from fourth quarter seed maize distribution (*PFJ, 2020*).

For this quarter under Rearing for Food and Jobs, a total of one hundred and fifty (150) Cockerels were distributed to two (2) farmers in the metropolis. The farmers were also advised to practice good farm sanitation to circumvent the build-up of infestation. Currently the birds are now seventeen (17) weeks and have been vaccinated against third (3rd) New castle and no mortality has been recorded yet.

Free SHS Programme

The free SHS policy is a flagship programme introduced by the government in the year 2017 with a total enrolment of 3,801 for public schools in Tema. This has increased to 6430 pupil for 2020 (Refer to Table 1.13). This is made up of 2,866 boys and 3,564 girls within the age bracket of 13years to 22years for all the public SHS. The programme can be said to be achieving its objectives as it has resulted in increased enrolment in all the six schools in the metropolis. For the year, the Metro Director of Education and MCE visited all the six second cycle institutions implementing the free SHS programme. The objective of the visits is to promote effective teaching and learning

in schools as part of the broader monitoring strategy. It is also noted, food supply for the period has also been consistent. This together has reduced absenteeism in the schools. However, some notable challenges observed include: inadequate stores and insufficient kitchen staff, inadequate furniture, classrooms and training materials.

Table 1.13: Enrolment for Schools in Tema (2019/2020)

S/N	NAME OF SCHOOL	ENROLMENT											
		SHS 1			SHS 2			SHS 3			Total for SHS/ Advance		
		B	G	T	B	G	T	B	G	T	B	G	T
1.	Chemu Senior High School	248	270	518	296	282	578	319	327	646	863	879	1742
2.	Manhean Senior High Tech. School	217	107	324	197	146	343	163	153	316	577	406	983
3.	Our Lady Of Mercy Snr. High School	89	238	327	168	284	452	148	235	383	405	757	1162
4.	Presbyterian Snr. High School - Tema	154	236	390	115	139	254	88	194	282	357	569	926
5.	Tema Methodist Day Snr. High. School	220	330	550	249	322	571	189	282	471	658	934	1592
6.	Tema Technical Inst.	953	82	1035	725	57	782	765	64	829	6	19	25
Total		1881	1263	3144	1750	1230	2980	1672	1255	2927	2866	3564	6430

Source: Education Directorate, TMA, 2020

Livelihood Empowerment Against Poverty (LEAP)

LEAP is a conditional and unconditional cash transfer programme for extreme poor households to cushion them against livelihood shocks. The eligibility criteria is the aged (65 years and above) without subsistence support, orphans and vulnerable children through their caregivers, persons with severe disabilities without productive capacity and pregnant women and/ or mothers with infants below one year. It is conditional on households to register children below 12 months with the Births Registry, ensure children below 5 years periodically undergo growth monitoring and immunization, enrol and retain children of school going age in public schools, ensure children are not engaged in worst forms of child labour and National Health Insurance Registration for LEAP household members. LEAP promotes income security and social inclusion for poor households. Further, with the introduction of GhIPSS e-zwich payment system financial inclusion is promoted among the household caregivers.

489 households are on LEAP to access the bi-monthly cash transfers in Tema. The number of male caregivers are 108 and the number of female caregivers are 381. An amount of GHS 730.32 was received as operations and mobilization funds. The breakdown: Community Focal Persons' (CFPs) mobilization GHS 225.00; fuel GHS 37.50; sanitation GHS 200.00; supervision GHS 48.90; printing GHS 7.50; reporting and administration GHS 30.00. Also, caregivers engaged in petty trading have invested part of their transfers into their businesses for profits.

During the 4th quarter, 68 payment was effected to 489 households. The Metro office urgently needs a computer with its accessories and a modem to promote effective communication with LEAP Management Secretariat (LMS) and other stakeholders. The office requests for a vehicle for effective monitoring of LEAP activities.

In conclusion, the enumerated successes achieved during the quarter are largely attributable to the commitment of staff to promote social development. However, these challenges faced by the Metro office should be redressed for maximum output.

- Memoranda for request for funds for office use were not honoured. This greatly impeded effective and efficient service delivery. Memoranda should be honoured for office administration.
- Lack of means of transportation (T&T) to undertake official visits/ monitoring. Management should provide T&T to undertake official assignment.
- Staff strength, following the creation of Tema West from the Tema Metro Assembly only eight (8) staff are left. There is the need to post professional staff to the Development to augment staff strength.

Notwithstanding, the aforementioned challenges officers to execute their duties professionally with efficiency. It is important to emphasize and recommend that the challenges as stated should not be underestimated for effective and efficient service delivery.

People with Disabilities (PWDs)

During the 4th quarter of 2020, Twenty-eight (28) Persons Living with Disability (PWD) were registered. Seventy-six (76) PWDs making up of 40 males and 36 females benefited from a disbursement made by the department at a total cost of GHS 177,088.74 to settle medical bills (GHS 17,642.24), business support (GHS 137,337.00) and educational support (GHS 22109.50).

Procurement of items such as electronics, provisions, perishable goods, polytank, clothing and shoes were also under taking by the department to support PWDs as at 23rd December 2020.

Support for Needy but Brilliant Students in Tema

To ensure adequate protection for the poor and vulnerable groups, the Assembly continues to provide support for children of school going age. Even though the free SHS policy is taking care of pupils at the secondary school level. The Assembly also supports needy students at the tertiary levels through the Government Scholarship Scheme. The scholarship committee of TMA organised an annual review exercise to review the year's activities. The general conclusion of the meeting was that, the Government Scholarship introduced to the local level last year has greatly reduced the pressure on the Assembly. This is seen as improvement over the 2019 figure where the Assembly only sponsored 35 students. However, the Corona Virus pandemic has slowed down the process.

HIV and AIDS Activities for Year 2020

The Assembly is particular about HIV and AIDS, and related diseases as a result, a Desk Officer has been assigned to manage the implementation of the programme. To achieve this, specific interventions have been designed to cater for their needs for the period under review. For the period under review, the Focal Person in collaboration with the Ghana AIDS Commission has inaugurated the HIV and AIDS Committee tasked with the responsibility to implement AIDS related activities in the Tema Metropolis. The Committee further organized its quarterly meeting, commemorated the 2020 World AIDS Day by organizing an Integrated Health Screening Exercise, Distribution of both male and female condoms, fliers and others at Tema Manhean. A Radio discussion was also organized to sensitize the populace on HIV and AIDS at Obonu FM. Aside, 1day free screening was also organised in Tema Newtown (Kplejoshishi Park) where 90 (50 females, 40 males) people were screened for HIV and AIDS, malaria and other related diseases.

Update on the National Street Naming and Property Addressing System

In a bid to facilitate the ease of doing business in the metropolis and also help respond to emergency situations as well as comply with the presidential directives of naming all streets and addressing all properties within the Assembly. Funding has been identified as a major hindrance

affecting the full implementation of the project in for the case of Tema. For this reason, the Assembly has also applied and received GIZ/USAID funding to enable its complete the project. Major challenges encountered include: inadequate staffing, inadequate office space, logistical challenges and inadequate funding.

Gender Interventions Implemented for the period under review

Gender and Sports Sub-Committee had one meetings during the quarter. The committee conducted its Quarterly Review meeting to review its activities. The Assembly also Organise 1Days sensitization programme on Gender based-violence for parents and guardians at the New Assembly Hall, Upgrade the skills of women in income generating activities, Provide support to Persons with Disabilities (PWDs), Organise sensitization for street children, street adults on streetism and adolescent health promotion programme, Organise a sensitization programme on child labour and its related issues for 300 school children, parents and guardians and sensitize programme parents/guardians of the aged, orphans and vulnerable children among others.

Local Economic Development (LED) Interventions

The Assembly continues to implement various programmes and interventions to boost local economic development in the metropolis. The Assembly has been considered under the Commonwealth Local Government Forum (CLGF) programme to promote LED in the Tema Metropolis. For the period, the LED Committee achieved the following:

Construction of drying platform and racks for drying small fish at Tema Newtown

The Tema Metropolitan Assembly as a coastal district houses on of the highest number of fish processors who processed fish either by drying or smoking. The Assembly through its Local Development Committee is supporting the fish processors to introduce a number of innovations. One of such intervention is in the area of drying fish on a platform. The drying platform measures 4425 mm length, 1800 mm width and a height of 950 mm which sloped to 800 mm. Its columns are 450 mm in the ground and is generally constructed using cement blocks and concrete mixture with iron rods reinforcements at the corners and mid-section. It was painted with Coral damp proofing paint for protection against fungal attack and damping of the platform. The drying racks measures 2200 mm length x 700 mm width. The drying racks provided were also to allow for easy turning of the fish during drying. Initially, the drying racks were only covered with wire mesh but

was realized during the trials that it still attracted flies and so was subsequently superimposed with mosquito nets. The design of the racks also allows for easy flip-over to dry the bottom side of the fish in the rack. It allows the drying fish to be locked or enclosed to prevent the fish from falling onto the bare ground when the rack is being turned/flipped over. They are easy to use, prevents contamination of the fish by flies which serve as vectors of disease transmission. Another important essence of the drying rack is that it can easily be covered with polyethylene material during the rainy season or moved to a safe dry place whereas when the fish is dried on the ground, it gets washed away by the rains causing financial loss to the women fish processors.

Presentation and Installation of the hammer mill for milling dried fish

The Tema Metropolitan Assembly also donated three hammer mills to the members of National Association of Fish processors and Traders (NAFPTA) in Tema Newtown. The hammer mill was to be used for commercial milling of fish products. It is further explained that the hammer mill is made from stainless steel and has a 7.5HP three-phase electric motor. The hopper at the top receives the whole dried fish which is to be milled and is channeled through the small mid-section into the milling compartment and this comes out through the extension at the bottom and is collected into cotton sacks initially. Due to the high rotational speed of the motor, the hammer mill must be firmly placed on the ground at all times during operation. Handing over of hammer mills and sealing machines were also carried out which was followed by knowledge transfer training for the fish mongers. Handing over Hammer mill and accessories to the fisher folks at Tema Newtown.

Training and knowledge transfer

It entailed training of women at Tema New Town to be able to wash in salt solution and process fresh fish hygienically, dry, de-head, de-gut and package to come up with a more hygienic product which will be of better quality for consumers. These can be packaged and sold even in big supermarkets and malls to enhance their livelihoods and income. They were therefore tasked to take advantage of these opportunities. They were also taken through how to prepare the various products developed and emphasis was laid on the benefits of supplementing other foods like weaning foods with small fish powder. The training took two different forms, the first which took

place at Crismon Hotel introduced the fish smokers to business environment and food safety as well as record keeping. 40 participants each were drawn from the 5 fish processing groups at Tema Newtown. These groups were, Harbour Fish mongers Association, Dzigbordi Fish mongers Association, TO fish Mongers Association, Tema Area Fish Mongers Association and Nyame ne boafo Fish Monger Association.

Fabrication and installation of metal gate for the Tema central market

- Management observed that, the Tema Central Market have a total of 1,247 traders selling different products.
- Out of the total number of traders, the sex aggregation is made up of 857 females and 390 male traders. This number was exclusive of floating traders who have not registered with the Market Association and the Estate Department of the Assembly.
- In total, the market had about 21 gates made of very big ones as well as very small ones.
- The Committee also found out that, 19 of the total market gates were totally destroyed and needed replacements.
- That due to the absence of gates at some of the entrances, thieves always enter the market to steal monies and wears of the traders in the market at odd hours.
- Following the findings and a series of meetings with the Executives of Tema Central Market Association, a gate fabricator was sourced after an approval by management of the Assembly. In all 19 gates were fabricated and fixed.

The Committee was grateful to management for fast tracking all the approval process as well as the procurement processes leading to quick redress of the Market gate challenge at the Tema Central Market.

Climate Change Interventions

The Assembly implemented a number of activities to combat the effects of Climate Change. Key among them are: response to flood victims, tree planting in selected schools, sensitisation on flood risk disaster prevention, training disaster volunteers, disaster awareness creation and sensitization on first aid treatment at beaches, identification and monitoring of hazards/risks, sensitize and create public awareness on Disaster Risk Reduction (DRR) in 12 communities and 8 markets (fire, disease, epidemics, flood etc.) etc.

2.1.5 Evaluations Conducted, Findings and Recommendations

The Assembly acknowledges the importance of evaluations in the implementation of Metro level programmes and projects. In view of this, the Assembly has plans to carry out major evaluations by the end of the fiscal year. This is to help achieved the project effectiveness, efficiency, acceptability and where possible impacts as outlined. Table 1.16 gives an update on evaluations conducted.

Table 1.16: Update on Evaluations Conducted

Name of the Evaluation	Policy/ Programme/ Projects involved	Consultants/ Resource persons involved	Methodology used	Findings	Recommendations
-	-	-	-	-	-

Source: TMA, 2020

2.1.6 Participatory Monitoring and Evaluations (M&E) Conducted

Monitoring and evaluation continue to play a key role in the Assembly's activities. However, due to COVID protocols, the Assembly was not able to carry out any field monitoring exercise. Table 1.17 shows the update on PM&E conducted whilst Appendix 3 shows details of the score card used.

Table 1.17: Update on PM&E Conducted

Name of the PM&E Tool	Policy/ Programme/ Projects involved	Consultants/ Resource persons involved	Methodology used	Findings	Recommendations
Management conduct joint monitoring and evaluation of projects	Selected infrastructure projects	Management staff	Field monitoring	-Most of the projects are behind schedule -some of the contactors were not on site	-Assembly to expedite action to pay all contractors -Assembly to write to the contractors to move to site

				-Contractors also complain of delayed payment	
Monitoring and Evaluation of DACF Projects	Administrator of Common Fund	Management staff	Desk work and field exercise	Delays in the completion of projects	The need to expedite action on project completion

Source: TMA, 2020

3.1 GENERAL CONSTRAINTS AND CHALLENGES

The Metropolitan Assembly encountered some challenges /constraints in programmes and projects implementation during the period under review. Some of these are:

- Delays in the release of funds for the implementation of non-physical programmes
- The outbreak and the continues spread of Covid-19 has affected both revenue generation and project delivery
- Delay in release of funds by Central Government (e.g. DACF, DDF, etc.)
- Inadequate logistics and budget support for monitoring and evaluation of projects and programmes, e.g. strong vehicles, cameras, computers and printers etc.
- Weak sewer infrastructure
- Inadequate land space for construction
- Boundary disputes with sister Assemblies affecting revenue and project execution.
- National emergencies and contingency projects are affecting the implementation of the plan.

3.2 THE WAY FORWARD

On the basis of the constraints/challenges encountered in the implementation of the various programmes and projects for the year, we recommend as follows:

- Speed up the completion of valuation exercise
- Prioritize the release of funds for non-physical activities
- TMA should open up more avenues for IGF collection to improve local revenue for development activities

- That central government should ensure the timely release of grants (DACF and DDF) to enable prioritized programmes and projects to be completed on schedule.

3.3 CONCLUSION

Notwithstanding the challenges encountered, the Assembly remains focused to accelerate the development of the Metropolis and provide enhanced service delivery.

APPENDIX 1
PICTURES OF SOME TMA PROJECTS FOR YEAR 2020



Plate 1: Construction of 12-Unit Classroom Block for Manhean Presby School



Plate 1: Construction of 6-Unit Classroom Block for Manhean Presby KG School



Plate 3: Clean –up exercise in Tema Newtown



Plate 4: GASSLIP Household Toilet, Tema Newtown

