

PREFACE

As outlined in the Constitution of the Fourth Republic of Ghana (1992 Constitution), the Local Government Act 1993 (Act 462), the National Development Planning Commission Act (Act 479), the National Development Planning (Systems) Act 1994 (480) and the Local Governance Act (Act, 936) 2016. Metropolitan, Municipal and District Assemblies have been designated as Planning Authorities with the sole responsibilities for planning and coordinating the implementation of development projects/programmes in their respective areas of jurisdiction. Ghana as country adopted the decentralization Policy in 1988 as a strategy of ensuring active grass root participation in the decision making process as well as bringing governance to the door step of the people.

It is in the light of the above provision that this 4 Year Medium Term Development Plan has been prepared. The plan is prepared in the context of the National Medium Term Development Framework NMTDPF **an agenda for jobs: creating prosperity and equal opportunity for all (2018-2021)** document under the following thematic goals:

- 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.

The development policies and programmes outlined in this plan have been fashioned within the major Metropolitan development themes, which are similar to those enshrined in the NMTDPF (2018-2021 as stated above. The goal of the Tema Metropolitan Assembly's Medium Term Development Plan (2018-2021) is to attain sustained accelerated growth and improve on the standard of living of the people in environmentally sustainable manner. This is in line with the national goals indicated in the NMTDP (2018-2021). The Metropolitan goal would be achieved through; efficient revenue mobilization, provision of basic socio-economic infrastructure and related services, and ensuring sustainable environmental sanitation in partnership with the private sector among others.

Thus the main purpose of the Plan is to:

- ❖ Facilitate the systematic development of the Tema Metropolis
- ❖ Promote comprehensive development by bringing into focus, the needs of the marginalized, deprived and the vulnerable groups.
- ❖ Serve as a concrete representation of the development needs and priorities of the people of the Tema Metropolis.
- ❖ Provide a basis for marketing the development potentials of the Metropolis.

AUGUST, 2018

Hon. Felix Mensah Nii Anang-La
Metropolitan Chief Executive
Tema Metropolitan Assembly

ACRONYMS

AEAs	Agriculture Extension Agents
AAP	Annual Action Plan
AIDS	Acquired Immune Deficiency Syndrome
CHPS	Community Health Planning Services
CLTS	Community Led Total Sanitation
DDF	District Development Facility
DANIDA	Danish International Development Agency
DACF	District Assembly Common Fund
DMTDP	District Medium Term Development Plan
GAMA	Greater Accra Metropolitan Area
GES	Ghana Education Service
GoG	Government of Ghana
GPRS	Ghana Poverty Reduction Strategy
GSGDA	Ghana Shared Growth Development Agenda
GWCL	Ghana Water Company Limited
GSFP	Ghana School Feeding Programme
GIFMIS	Ghana Integrated Financial Management Information Systems
GPHA	Ghana Ports and Harbours Authority
GETFund	Ghana Education Trust Fund
IGF	Internally Generated Funds
ICT	Information, Communication and Technology
ICBS	Industrial City Basic School
IRMS	Integrated Revenue Management System
LUMP	Land Use Planning and Management Project
MCH/FP	Maternal and Child Health Clinic/Family Planning
MoFA	Ministry of Food and Agriculture
MTDP	Medium Term Development Plan
FASDEP	Food and Agriculture Sector Development Policy
MDGs	Millennium Development Goals
MCA	Millennium Challenge Account
METASIP	Medium-Term Agricultural Sector Investment Plan
MPCU	Metropolitan Planning and Coordinating Unit
MoU	Momorandum of Understanding
NFED	Non-Formal Education Division
NDPC	National Development Planning Commission
NGO	Non -Governmental Organization
NMTDPF	National Medium Term Development Policy Framework
PBB	Programme Based Budgeting
PTA	Parent Teacher Association
PRCC	Public Relations and Complaints Committee
POCC	Potential Opportunities, Constraints and Challenges
PWDs	People With Disability
PoA	Programme of Action
SDF	Spatial Development Framework
STME	Science, Technology, Mathematics Education
TEUs	Twenty-foot Equivalent Units
TDC	Tema Development Corporation

TMA	Tema Metropolitan Assembly
UDG	Urban Development Grant
UNDP	United Nations Development Programme
UESP	Urban Environmental Sanitation Project

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EXECUTIVE SUMMARY

The Tema Metropolitan Assembly (TMA) was elevated to a Metropolitan status in 2008 under Legislative Instrument (LI) 1929 (2008). In June 2012, the creation of additional district in the Greater Accra Region took away Kpone Katamanso District Assembly (KKDA) under LI 2033.

TMA is a coastal district situated about 30 kilometers East of Accra, the Capital City of Ghana. According to the 2010 Population and Housing Census, the total population of the Tema Metropolitan Assembly was 292,773. This consists of 47.8% males and 52.2% females. This is projected to reduce to 262,162 and 283,428 for the plan period 2018- 2021 (2017 Projections).

TMA envisions an international standard Metropolis where its inhabitants will enjoy the full benefit of modernization and comfort on a peaceful, reliable and sustainable basis. It also has a mission of being committed to improving the quality of life of the people in the Metropolis through the provision of essential services and the creation of enabling environment to ensure the total sustainable development of the Tema Metropolis. This Four-Year Medium Term Plan has been prepared within the context of the Medium Term Development Policy Framework which seeks to – Build prosperous society; Create opportunities for all; Safeguard the natural environment and ensure resilient built environment; maintain a stable, united and safe society and Strengthening Ghana’s role in international affairs.

Organisation of the Document

This document is organized into seven main parts:

- PART I** Executive Summary
- PART II** Analysis of Current Status
Development Priorities, Analysis of Potentials, Opportunities, Constraints and Challenges (POCC), Population Projection and Service Requirements.
- PART III** Medium Term Development Proposals (Development Goals, Objectives and Strategies), Development Proposals, etc.
- PART IV** Development Programmes and Sub-Programmes, Spatial Development Framework
- PART V** Formulation of Composite Programmes of Action (POA) and Metro Annual Action Plans (AAP), Financial Plan, Funding Arrangements,
- PART VI** Implementation, Monitoring and Evaluation,
- PART VII** Dissemination and Communication Strategy

Some Major Development Problems to be addressed

1. Poor state of market infrastructure
2. Poor sanitation within the business environment
3. Limited employment opportunities for the youth
4. Poor state of some of the roads in selected communities
5. Cumbersome land administration procedures
6. Weak central sewer infrastructure leading to frequent spillage of sewage/effluent
7. Choked drains within the Metropolis
8. Inadequate health infrastructure
9. Inadequate educational infrastructure and related technical services
10. Inadequate sanitation facilities in schools

Development Potentials

1. Potential to generate higher IGF (after valuation and revaluation of all properties)
2. Availability of a vibrant local economy to support marketing activities
3. The presence of small-to-medium and large scale industries to facilitate revenue collection
4. Existence of tourism potentials including Ecotourism
5. Potential for the development of modern markets
6. Potential for the development of affordable housing
7. Potential for conversion of waste –to- energy, and other viable economic ventures
8. Development of modern children recreational parks
9. Potential for the development of modern haulage truck parking facility

Development Goal

The goal of the Tema Metropolitan Assembly’s Medium Term Development Plan (2018-2021) is to attain sustained accelerated growth and improve on the standard of living of the people in environmentally sustainable manner.

Metropolitan Development Priorities

Goal (1): Build prosperous society

PBB Programme: Infrastructure delivery and management

PBB Sub-Programme: Public works services

Goal (2): Create opportunities for all

PBB Programme: Budget and Finance

PBB Sub-Programme: Revenue Mobilization and Management

Goal (3): Safeguard the natural environment and ensure resilient built environment

PBB Programme: Environmental and Sanitation Management

PBB Sub-Programme: Natural Resource Conservation

Goal (4): Maintain a stable, united and safe society

PBB Programme: Management & Administration

PBB Sub-Programme: General Administration

Goal (5): Strengthening Ghana’s role in international affairs

PBB Programme: Economic Development

PBB Sub-Programme: Development of Trade and Industry

Plan Cost

The total cost of the Medium Term Development Plan for the period 2018-2021 is estimated at (GH¢114,393,000.00). The Metropolitan Assembly’s revenue projection for the period is also estimated at (GH¢288,765,467.7). The breakdown under the Six Programme Areas of PBB are as follows;

Economic Development	GH¢10,583,000.00
Budget and Finance	GH¢2,680,000.00
Environmental & Sanitation Management	GH¢30,681,000.00
Infrastructure Delivery & Management	GH¢46,850,000.00
Management and Administration	GH¢9,840,000.00
Social Service Delivery	GH¢ 13,759,000.00

The yearly cost of implementing the plan is indicated as follows;

2018	GH¢ 30,098,250.00
2019	GH¢ 29,098,250.00
2020	GH¢ 27,598,250.00
2021	GH¢ 27,598,250.00

Spatial Development Framework (SDF)

In order to ensure an integrated planning process across the Tema Metropolis coupled with ensuring spatial dimension of development, TMA developed and adopted an SDF that will impact the prevailing spatial dimension of development. The framework is also aimed at guiding development and direct public and private investment. It was prepared by taking into consideration the Metro level analysis of the existing situation; formulation of a clear development vision for the metropolis; preparation of a spatial plan which would broadly allocate land uses to specific areas. TMA's framework was developed taking into consideration the five pillars of planning and development namely; natural environment; built environment; social environment; economic environment and institutional environment. The analysis further took into consideration cultural environment of the Assembly. The SDF is estimated to cost the Assembly GH¢21,250,000 for plan period.

Implementation

The main implementing bodies for the plan will be the Metropolitan Assembly, the Decentralised Departments, the communities, other Development Partners and NGOs.

Expected Outcome

The 2018-2021 MTDP is expected to produce various outcomes. Some of which include: improved socio-economic development, improvement in livelihood of citizens especially PWDs, the aged and all vulnerable groups. The various education and health projects are also expected to enhance teaching and learning, improved health and living conditions of people in the metropolis.

Monitoring and Coordination

The Metropolitan Assembly through the Metropolitan Planning and Coordinating Unit, the Works/Development Planning Sub-Committee and the Decentralized Departments, will perform the monitoring of the plan. This will be complemented by the Regional Coordinating Council and the Ministry of Local Government and Rural Development. Participatory Monitoring and Evaluation will be employed.

Evaluation of Plan

The Regional Coordinating Council and the National Development Planning Commission will carry out the evaluation of the plan at specific intervals. Other organizations may be engaged to evaluate the plan as and when the need arises.

APPROACH AND METHODOLOGY

The planning process adopted an integrative approach which combined the relevant aspects of the study area, quantitative, qualitative and participatory techniques. A task team comprising heads of decentralized departments/unit heads, NGOs, etc. was formed to prepare this document. The team interacted with various stakeholders in the metropolis at both the metro level and the community level to gather the data needed for the plan preparation.

Needs assessment was conducted at the sub-metro and unit committee level to identify the felt community needs. This was done by the use of focus group discussion, community fora town hall meetings and review and appraisal of departmental reports for the primary data. The secondary data sources included published and unpublished reports (i.e. census reports, annual reports, demographic data, etc.). Stakeholders were made to identify and prioritise their felt needs and these were captured into the plan.

On the basis of the information and data generated, the situational analyses was done through series of stakeholder workshops. The procedures followed include the following steps;

1. Identification of major problems existing within the Metropolis in all areas.
2. The analysis of the problems to identify the core issues within the respective goals of the NMTDPF.
3. Projection and needs assessment within these thematic goals were undertaken based on some assumptions to determine the future needs up to the end of the plan period (i.e. 2021 and beyond).
4. The PoA and the AAP was then generated to give details of the components of the plan.
5. The expected outputs of the medium term plan were identified from the previous assignment which provided the development focus for the plan.
6. Activities to be carried out which would help achieve the expected outputs were also formulated with their locations spelt out.
7. The cost of each activity was computed based on the careful identification of the various components that goes into each activity and possible funding agencies identified.
8. The spatial development framework was also prepared to give meaning to the spatial dimension of the plan
9. The various agencies that would help in the implementation schedule of the plans were identified.
10. Public hearing was conducted at each of the sub-metros and various town hall meetings was also held and issues raised by beneficiaries were considered in the finalization of the document.

Scope of the Plan

The Medium Term Development Plan covers 2018-2021 and was prepared under the NMTDPF based on the following thematic goals:

- 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

The implementation of the SDF is however expected to go beyond the four years.

CHAPTER ONE

PERFORMANCE REVIEW AND PROFILE/CURRENT SITUATION/BASELINE

1.1 Background

The Tema Metropolis is a coastal district situated about 30 kilometers East of Accra, the Capital City of Ghana. It shares boundaries on the North-East with the Kpone Katamanso and Ningo-Prampram Districts, South- West by Ledzokuku Krowor Municipal, North-West by Adentan Municipal and the Ga East Municipal, North by the Akuapim South District and the South by the Gulf of Guinea. The Ashaiman Municipal is an in-lock enclave within the Tema Metropolis. The Metropolis covers an area of about 121km² with Tema as its capital and lies within the coastal savannah zone (NSDF, 2015).

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 of 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 and 2017 projections pegged at 262,253 persons. The reduction is due to the creation of Tema West Municipality from Tema metro.

This consists of 47.8% and 52.2% females. The Metropolis has no rural settlements. The distribution of the population of Tema Metropolitan area shows that the age group 25-29 recorded the highest population with 11.4 percent whilst 90-94 and 95-99 age groups had the least population which represents 0.1 percent respectively. On average, there are more females than males in the metropolitan with a male-female ratio of 92:100. This means that for every 100 females in the Metropolitan area, there are approximately 92 males.

1.2 Vision and Mission Statement

Vision: “The Tema Metropolitan Assembly envisions an international standard Metropolis where its inhabitants will enjoy the full benefit of modernization and comfort on a peaceful, reliable and sustainable basis”.

Mission: “The Tema Metropolitan Assembly is committed to improving the quality of life of the people in the Metropolis through the provision of essential services and the creation of enabling environment to ensure the total sustainable development of the Tema Metropolis”.

Core Values:

The Core Values of Tema Metropolitan Assembly are enshrined in the code of conduct of the Local Government Service include:

1. Permanence and anonymity
2. Transparency and accountancy
3. Professionalism
4. Timelines

5. Client focus

1.3 Functions

The Metropolitan Assembly is required to perform all the functions conferred on District Assemblies by the Local Government Act (1993), Act 462 and the Legislative Instrument, 2012, **LI 2033** that established the District.

These functions are summarized as follows:

- The day-to-day administration of the Metropolis.
- Implementation of Government policies and programmes.
- Mobilisation of material and human resources for the development of the District.
- Management of the allocation of District Assemblies Common Fund and other grants for the provision of public amenities/social infrastructure such as schools, water, electricity and health sanitation facilities.
- Passing and enforcement of bye-laws to regulate public behaviour.
- Preparation and approval of development plans to regulate/control physical development.
- Ensuring peace and security in the Metropolis.
- Supervision of sub-structures of the Assembly.
- Co-ordination of plans of Non-Government Organisations (NGOs) to avoid duplication of efforts, etc.
- Investing in income-generating activities.
- Assuming responsibility for the overall development of the Metropolis.
- To establish, maintain and control parks for motor and other vehicles
- Subject to the control and direction of the Registrar of Births and Deaths, to register all births and deaths occurring within the Metropolis,
- To facilitate the promotion of tourism in the Metropolis in co-operation with other concerned stakeholders
- To regulate or prohibit the planting, cutting, tapping, or destruction of any tree or vegetation in the metropolis,
- To render relief services in the form of supply of material during natural disasters

1.4 Performance Review and Analysis of Current Situation of Development in the Metro

1.4.1 Introduction

This chapter captures the status of the performance of the Metropolis from 2014-2017 in relation to the Ghana Shared Growth and Development Agenda - GSGDA II (Table 1.1). It further introduces the Tema Metropolis and its position in the national, regional context. The section also discusses the physical and natural environment, culture, settlement systems, economy of the metropolis, food security, governance, social services, vulnerability analysis, information and communication technology (ICT), HIV/AIDS including gender issues, etc.

The section also shows the analysis of the Metro. environment, climate change and green economy, as well as population (demographic trends), science, technology and innovation (STI) , security, disaster, water security, migration (i.e. emigration and immigration) and baseline indicators of development of the metropolis. It concludes with local/community development

plans, harmonisation of community needs and aspirations with identified key development gaps/problems/issues (from the Review of Performance and Profile), linking harmonized key development problem/issues under the GSGDA II to NMTDPF (2014-2017) Thematic Areas, prioritisation of issues and local economic development activities.

Table 1.1: Performance of the Tema Metro from 2014 to 2017

Period	Thematic Area: Ensuring and Sustaining Micro-Economic Stability						
	Policy Objective: Improve fiscal revenue mobilisation and management						
	Programmes	Sub-programme	Broad project/activity	Indicators			Remarks
Baseline (2013)				MTDP Target	Achievement		
2014	Improve service delivery for accelerated private sector participation	Improve stakeholder participation for enhanced revenue generation	Organize yearly meetings for the preparation of fee-fixing and rate imposition resolution	4 per year	4 quarterly meetings on fee fixing resolution to be held	4 meetings held	Fully implemented .Meetings successfully held with the use of PFM templates on two of the meetings
			Organize 10 day consultative meeting with rate payers	5 meetings per year	10 meetings with rate payers held	10 meetings held	Fully implemented
			Facilitate the implementation of yearly common fund budget	4 per year	To effectively implement all DACF projects	60% of DACF projects completed	On-going. Delays in releases hinder timely completion of project
			Organize a sensitization programme to improve revenue mobilization	4 per year	Increase awareness and stakeholder participation	Awareness created in selected communities	Fully implemented. Intensification of BCC needs to be sustained
			Develop concept note for the registration of PPP projects	Concept notes developed for 14 PPPs	Register and implement 14 PPPs	5 priority PPPs registered and RFPs developed	Fully implemented. The need to urgently engage the services of a PPP Desk Officer will speed-up the process
2015	Improve service delivery for accelerated private sector participation	Improve stakeholder participation for enhanced revenue generation	Organize yearly meetings for the preparation of fee-fixing and rate imposition resolution	4 per year	4 quarterly meetings on fee fixing resolution to be held	4 meetings held	Fully implemented. Meetings successfully held with the use of PFM templates on two of the meetings
			Organize 10 day consultative meeting with rate payers	5 meetings per year	10 meetings with rate payers held	10 meetings held	Fully implemented

			Facilitate the implementation of yearly common fund budget	4 per year	To effectively implement all DACF projects	70% of DACF projects completed	On-going. Delays in releases hinder timely completion of project
			Organize a sensitization programme to improve revenue mobilization	4 per year	Increase awareness and stakeholder participation	Awareness created in selected communities	Fully implemented. Intensification of BCC needs to be sustained
			Facilitate approval of development permits from the current 90days to 60days	90 days	Approve permits to prospective developers at most 60days	Permits still being granted after 60days	Fully implemented. The need for efficiency in the permit approval process required
2016	Improve service delivery for accelerated private sector participation	Improve stakeholder participation for enhanced revenue generation	Organize yearly meetings for the preparation of fee-fixing and rate imposition resolution	4 per year	4 quarterly meetings on fee fixing resolution to be held	4 meetings held	Fully implemented. Meetings successfully held with the use of PFM templates on two of the meetings
			Organize 10 day consultative meeting with rate payers	5 meetings per year	10 meetings with rate payers held	10 meetings held	Fully implemented
			Facilitate the implementation of yearly common fund budget	4 per year	To effectively implement all DACF projects	80% of DACF projects completed	On-going. Delays in releases hinder timely completion of project
			Organize a sensitization programme to improve revenue mobilization	4 per year	Increase awareness and stakeholder participation	Awareness created in selected communities	Fully implemented. Intensification of BCC needs to be sustained
			Facilitate the registration of 6 out of 14 PPP projects	0	Register and implement 14PPPs	5 priority PPPs registered and RFPs developed	On-going. The need to urgently engage the services of a PPP Desk Officer will speed-up the process
2017	Improve service delivery for accelerated private sector participation	Improve stakeholder participation for enhanced revenue	Organize yearly meetings for the preparation of fee-fixing and rate imposition resolution	4 per year	4 quarterly meetings on fee fixing resolution to be held	4 meetings held	Fully implemented. Meetings successfully held with the use of PFM templates on two of the meetings

		generation	Organize 10 day consultative meeting with rate payers	5 meetings per year	10 meetings with rate payers held	10 meetings held	Fully implemented
			Facilitate the implementation of yearly common fund budget	4 per year	To effectively implement all DACF projects	90% of DACF projects completed	On-going, delays in releases hinder timely completion of project
			Organize a sensitization programme to improve revenue mobilization	4 per year	Increase awareness and stakeholder participation	Awareness created in selected communities	Fully implemented. Intensification of BCC needs to be sustained
Thematic Area: Enhancing Competitiveness in Ghana's Private Sector							
Policy Objective: Develop a financial sector which is more efficient and responsive to private sector needs							
2014	Expand access to market infrastructure	Improve Market infrastructure	Facilitate the construction of Tema Manhean Market	0	Tema Manhean Market to be constructed	80% completed	On-going. Work in progress
			Rehabilitation of meat shop at Tema Community 1 market	0	Community 1 market meat shop rehabilitated	100% completed	Fully implemented
2015	Expand access to market infrastructure	Improve Market infrastructure	Facilitate the construction of Tema Manhean Market	0	Tema Manhean Market to be constructed	90% completed	On-going. Work in progress
2016	Expand access to market infrastructure	Improve Market infrastructure	Facilitate the construction of Tema Manhean Market	0	Tema Manhean Market to be constructed	100% completed	Fully implemented
			Completion of works on the community 11 market	Sub-structure level	Community 11 market stores to be completed	10% completed	On-going
2017	Expand access to market infrastructure	Improve Market infrastructure	Completion of works on the community 11 market	Sub-structure level	Community 11 market stores to be completed	10% completed	Started but abandoned. Contract needs review
Thematic Area: Accelerated Agriculture Modernization and Sustainable Natural Resource Management							
Policy Objective: Increase access to extension services and re-orientation of agriculture education							
			Provide vaccination for 5000 pets against Rabies	520 per year	1000 dogs and cats	882 dogs and cats	On-going. Moderate achievement

2014	Improve agric. Productivity and marketing	Increase Agriculture production and open up avenues for market	Vaccinate 1000 cattle against CBPP disease	70 cattle	150 cattle	100 cattle	On-going, moderate achievement
			Organise field inspection for Metro Best Farmers	30 Visits per year	50 Visits	40 Visits	On-going, moderate achievement
			Award hardworking farmers during the annual farmers day celebration	20 Farmers	25 Farmers	20 Farmers	On-going, moderate achievement
			Provide support for field monitoring and supervision activities of AEA's	192 visits per year	2,000 visits	1,358 Visits	On-going
			Organize nutrition and diet improvement education for farmers	200 per year	255 per year	330 per year	On-going
			Train farmers on the safe use of agro-chemical	2 per year	600 vegetable farmers	416 Vegetable Farmers	Fully implemented with moderate achievement
			Undertake natural resources management activities for improved soil fertility (education and training)	350 Farmers	400 Farmers	486 Farmers	Fully implemented
			Conduct DDAs weekly Back Stopping, Monitoring and Supervision visits (fisheries)	350 Visits	1,500 Visits	1,188 Visits	On-going, Moderate achievement made
			Support the planting of trees within the industrial enclave to reduce the harmful effects of pollution	0	200 trees to be planted	Not yet implemented	Not implemented
			Facilitate the planting of coconut trees along the beaches to act as wind break and	0	Coconut trees to be planted along beaches to act as wind break	Not yet implemented	Not implemented. Financial challenge affected the implementation of this project

			reduce the risk of disaster				
2015	Improve agric. Productivity and marketing	Increase Agriculture production and open up avenues for marketing	Provide vaccination for 5000 pets against Rabies	520 per year	1000 dogs and cats	882 dogs and cats	Fully implemented. Moderate achievement
			Vaccinate 1000 cattle against CBPP disease	70 cattle	150 cattle	100 cattle	On-going, moderate achievement
			Support the organization of field inspection for Metro Best Farmers	30 Visits per year	50 Visits	40 Visits	moderate achievement
			Award hardworking farmers during the annual farmers day celebration	20 Farmers	25 Farmers	20 Farmers	On-going, moderate achievement
			Provide support for field monitoring and supervision activities of AEA's	192 visits per year	2,000 visits	1,358 Visits	On-going
			Organize nutrition and diet improvement education for farmers	200 per year	255 per year	330 per year	
			Train farmers on the safe use of agro-chemical	2 per year	600 vegetable farmers	416 Vegetable Farmers	Fully implemented.
			Undertake natural resources management activities for improved soil fertility (education and training)	350 Farmers	400 Farmers	486 Farmers	Fully implemented
			Facilitate the planting of coconut trees along the beaches to act as wind break and reduce the risk of disaster	0	Coconut trees to be planted along beaches to act as wind break	Not yet implemented	Not implemented. Financial challenge affected the implementation of this project
Conduct DDAs weekly	350 Visits	1,500 Visits	1,188 Visits	Fully implemented			

			Stopping, Monitoring and Supervision visits (fisheries)				
2016	Improve agric. Productivity and marketing	Increase Agriculture production and open up avenues for marketing	Provide vaccination for 5000 pets against Rabies	520 per year	1000 dogs and cats	882 dogs and cats	Fully implemented
			Vaccinate 1000 cattle against CBPP disease	70 cattle	150 cattle	100 cattle	Fully implemented
			Support the organization of field inspection for Metro Best Farmers	30 Visits per year	50 Visits	40 Visits	Fully implemented
			Award hardworking farmers during the annual farmers day celebration	20 Farmers	25 Farmers	20 Farmers	Fully implemented
			Provide support for field monitoring and supervision activities of AEA's	192 visits per year	2,000 visits	1,358 Visits	Fully implemented
			Organize nutrition and diet improvement education for farmers	200 per year	255 per year	330 per year	Fully implemented
			Train farmers on the safe use of agro-chemical	2 per year	600 vegetable farmers	416 Vegetable Farmers	Fully implemented
			Facilitate the planting of coconut trees along the beaches to act as wind break and reduce the risk of disaster	0	Coconut trees to be planted along beaches to act as wind break	Not yet implemented	Not implemented. To be rolled out to the following year
			Undertake natural resources management activities for improved soil fertility (education and training)	350 Farmers	400 Farmers	486 Farmers	Fully implemented

			Conduct weekly DDAs Back Stopping, Monitoring and Supervision visits (fisheries)	350 Visits	1,500 Visits	1,188 Visits	Fully implemented
2017	Improve agric. Productivity and marketing	Increase Agriculture production and open up avenues for marketing	Provide vaccination for 5000 pets against Rabies	520 per year	1000 dogs and cats	882 dogs and cats	Fully implemented
			Vaccinate 1000 cattle against CBPP disease	70 cattle	150 cattle	100 cattle	Fully implemented
			Support the organization of field inspection for Metro Best Farmers	30 Visits per year	50 Visits	40 Visits	Fully implemented
			Award hardworking farmers during the annual farmers day celebration	20 Farmers	25 Farmers	20 Farmers	Fully implemented
			Provide support for field monitoring and supervision activities of AEA's	192 visits per year	2,000 visits	1,358 Visits	Not implemented
			Organize nutrition and diet improvement education for farmers	200 per year	255 per year	330 per year	Not implemented
			Train farmers on the safe use of agro-chemical	2 per year	600 vegetable farmers	416 Vegetable Farmers	On-going with moderate achievement
			Facilitate the planting of coconut trees along the beaches to act as wind break and reduce the risk of disaster	0	Coconut trees to be planted along beaches to act as wind break	Not yet implemented	Not implemented

			Undertake natural resources management activities for improved soil fertility (education and training)	350 Farmers	400 Farmers	486 Farmers	Fully implemented
Theme: Oil and Gas Development							
Policy Objective: Strengthen technical and financial capacity for the oil and gas industry							
2014	Build adequate capacity for the development of the oil and gas industry	Improve human resource for Oil and Gas Development	Develop the needed capacity for oil and gas sector	0	Facilitate the training of middle level to senior level staff in Oil and Gas	None	Not implemented. No staff has benefited from such training
2015	Build adequate capacity for the development of the oil and gas industry	Improve human resource for Oil and Gas Development	Develop the needed capacity for oil and gas sector	0	Facilitate the training of middle level to senior level staff in Oil and Gas	None	Not implemented. No staff has benefited from such training
			Research into report of Oil find in the metropolis	0	Research to be carried out in Oil find in Tema	None	Not implemented. No research carried out
2016	Build adequate capacity for the development of the oil and gas industry	Improve human resource for Oil and Gas Development	Develop the needed capacity for oil and gas sector	0	Facilitate the training of middle level to senior level staff in Oil and Gas	None	Not implemented. No staff has benefited from such training
2017	Build adequate capacity for the development of the oil and gas industry	Improve human resource for Oil and Gas Development	Develop the needed capacity for oil and gas sector	0	Facilitate the training of middle level to senior level staff in Oil and Gas	None	Not implemented. No staff has benefited from such training
Theme: Infrastructure, Energy and Human Settlements Development							
Policy Objective: Integrate land use, transport planning, development planning and service provision							
			Rehabilitate court for Judicial Service	Dilapidated structure	Renovated structure	Renovated structure	Fully implemented

2014	Improve development infrastructure for socio-economic development	Increase access to basic infrastructure and related services	Support the maintenance of pumping stations, septage, and sewer lines	Quarterly	Quarterly	Quarterly	Fully implemented
			Support the hiring of heavy duty equipment and perform sanitation related activities	Quarterly	Quarterly	Quarterly	Fully implemented
			Provide support for desilting of drains, sweeping streets and maintaining green areas	Quarterly	Quarterly	Quarterly	Fully implemented
			Facilitate the rehabilitation/extension of existing antenatal ward	Dilapidated	Renovated antenatal ward	Renovated antenatal ward	Fully implemented
			Provide support for drain improvement, public sanitary facilities, etc. in public places.	Monthly	Monthly	Monthly	Fully implemented
			Undertake house numbering and street naming exercise in selected communities	1,500 Signages and 2,000 properties	5,000 Signages and 7,000 properties	200 Signages and 4,000 properties numbered	On-going. Target not met. This is due to financial challenges
			Facilitate the provision of administrative boundary maps	0	Administrative boundary maps to be provided	Not yet done	Fully implemented
			Facilitate the preparation of Spatial Development Framework, Structural and Local Plans	0	5 communities to be covered	On-going	On-going
			Provide liquid/solid waste management	Weak infrastructure	Improved solid and liquid waste	Improved liquid and solid waste	Fully implemented

			services	and services	management services		
			Facilitate the implementation of the computerized revenue permitting system in the Metropolis	None	Use of computerised system	Use of computerised system	Fully implemented. The use of the computerised system has significantly increased revenue
			Organise pre-flood clean-up exercise and the establishment of early warning systems	4 per flood season	10 per flood season	12 per flood season	Fully implemented
			Complete fence wall project at Community 9 cemetery	60% complete	100% complete	80% complete	On-going. There is the need to revalue the project for successful implementation
			Support the reshaping of feeder roads in selected Communities	5 communities	10 communities	6 communities	On-going. Financial challenges hindered the achievement of the target
			Construction of 2.95km of 0.6metres U-Drain at Bankuman in Tema East	0	2.95km of 0.6metres U-Drain to be constructed	2.95km of 0.6metres U-Drain constructed	On-going
			Construction 1.4km of 0.9metre U-Drain at Bankuman	0	1.4km of 0.9metre U-Drain to be constructed	1.4km of 0.9metre U-Drain constructed	On-going
			Sealing of 3.6km Calypso at Michel Camp	Poor state of road infrastructure	3.6km road to be sealed	3.6km road sealed	Fully implemented
			Sealing of 1.6km Chapel Square Road	Poor state of road infrastructure	1.6km road to be sealed	1.6km road sealed	Fully implemented
			Facilitate the planting of economic trees along major ceremonial streets in the Metropolis (Harbour Road,	0	Economic trees along major ceremonial streets	Not started	Not implemented

			Hospital Road, etc.)				
2015	Improve development infrastructure for socio-economic development	Increase access to basic infrastructure and related services	Support the maintenance of pumping stations, septage, and sewer lines	Quarterly	Quarterly	Quarterly	Fully implemented
			Support the hiring of heavy duty equipment and perform sanitation related activities	Quarterly	Quarterly	Quarterly	Fully implemented
			Provide support for desilting of drains, sweeping streets and maintaining green areas	Quarterly	Quarterly	Quarterly	Fully implemented
			Facilitate the rehabilitation/ extension of existing antenatal ward	Dilapidated	Renovated antenatal ward	Renovated antenatal ward	Fully implemented
			Provide support for drain improvement, public sanitary facilities, etc. in public places.	Monthly	Monthly	Monthly	Fully implemented
			Undertake house numbering and street naming exercise in selected communities	1,500 Signages and 2,000 properties	5,000 Signages and 7,000 properties	200 Signages and 4,000 properties numbered	On-going but target not met due to financial challenges
			Facilitate the provision of administrative boundary maps	0	Administrative boundary maps to be provided	Not done	On-going
			Facilitate the preparation of Spatial Development Framework, Structural and Local	0	5 communities to be covered	1 community covered	On-going

			Plans				
			Provide liquid/solid waste management services	Weak infrastructure and services	Improved solid and liquid waste management services	Improved liquid and solid waste	Fully implemented
			Desilting and drainage repair works from VALCO Round about to community 4 C.A.C junction	0	VALCO Round about to community 4 C.A.C junction drains to be repaired	100% completed	Fully implemented
			Desilting and minor drainage works along Bankuman main road	0	Desilting and drainage works along Bankuman main road to be repaired	100% completed	Fully implemented
			Construction of 1km of storm drain works at Bankuman	0	1km of storm drain works to be constructed	100% completed	Fully implemented
			Drainage works at Adjetey Ansah down drains	0	Drainage works at Adjetey Ansah to be constructed	100% completed	Fully implemented
			Drainage works along Manhean Sec/Tech to Acheampong Village road	0	Drainage works along Manhean Sec/Tech to Acheampong Village road to be completed	100% completed	Fully implemented
			Linning of 100M both sides of inlet to Tema Newtown Bridge Village	0	100M both sides of inlet to Tema Newtown Bridge to be constructed	100% completed	Fully implemented
			Meridian Enclave desilting and drainage works	0	Meridian Enclave desilting and drainage works to be completed	100% completed	Fully implemented
			Desilting and lining of Comm. 5 (Temasco) drains	0	Community 5 (Temasco) drainage works to be desilted and lined	100% completed	Fully implemented
			Dredging of Sakumono storm drains, desilting of underground drains minor drainage repairs	0	Sakumono storm drains to be repaired and desilted	100% completed	Fully implemented

			Construction of drains at selected locations in Sakumono Main	0	Selected drains at Sakumono main to be constructed	100% completed	Fully implemented
			Facilitate the rehabilitation of existing antenatal ward	Dilapidated	Renovated antenatal ward	Renovated antenatal ward	Fully implemented
			Facilitate the implementation of the computerized permitting system in the Metropolis	0	Use of computerised system	Use of computerised system	Fully implemented
			Organise pre-flood clean-up exercise and the establishment of early warning systems	4 per flood season	10 per flood season	12 per flood season	Fully implemented
			Complete fence wall project at Community 9 cemetery	60% complete	100% complete	80% complete	On-going
			Support the reshaping of feeder roads in selected Communities	5 communities	10 communities	6 communities	On-going with moderate achievement
			Complete construction works on 2No. Pavilion at Tema PRESEC	Construction works started but not completed	Construction works on 2No. Pavilion to be completed	1 completed and one still on hold	On-going. 50% completed. The 2 nd one to be reviewed
			Construction of 2.95km of 0.6metres U-Drain at Bankuman in Tema East	0	2.95km of 0.6metres U-Drain to be constructed	2.95km of 0.6metres U-Drain constructed	Fully implemented
			Construction 1.4km of 0.9metre U-Drain at Bankuman	0	1.4km of 0.9metre U-Drain to be constructed	1.4km of 0.9metre U-Drain constructed	Fully implemented
			Supply of furniture, fittings and fixtures for library, computer	0	Furniture, fittings and fixtures for library, computer lab. &	100% completed	Fully implemented

2016	Improve development infrastructure for socio-economic development	Increase access to basic infrastructure and related services	lab. & common room for the ICBS schools		common room to be supplied		
			Supply of 1000 dual desk and 1000 mono desk for ICBS	0	1000 dual desk and 1000 mono desk for ICBS to be supplied	100% completed	Fully implemented
			Construction of 12unit classroom blk with ancillary facilities at Adjetey Ansah	Dilapidated classroom blk	12unit classroom blk with ancillary facilities at Adjetey Ansah to be constructed	100% completed	Fully implemented
			Construction of 2No. CHPS Compound at Klagon and Tema Newtown	0	2No. CHPS Compound at Klagon and Tema Newtown to be constructed	100% completed	Fully implemented
			Facilitate the planting of economic trees along major ceremonial streets in the Metropolis (Harbour Road, Hospital Road, etc.)	0	Economic trees along major ceremonial streets	Not done	Not implemented
			Support the maintenance of pumping stations, septage, and sewer lines	Quarterly	Quarterly	Quarterly	Fully implemented
			Support the hiring of heavy duty equipment and perform sanitation related activities	Quarterly	Quarterly	Quarterly	Fully implemented
			Provide support for desilting of drains, sweeping streets and maintaining green areas	Quarterly	Quarterly	Quarterly	Fully implemented
			Construction of storm drains to alleviate floods in Tema Central, Tema East	None	Storm drains to alleviate floods in Tema Central, Tema East and Tema West (GAMA	On-going and at different levels of completion	On-going

			and Tema West (GAMA Project)		Project) to be constructed		
			Construction/rehabilitation of 38No. institutional toilets in 38 Schools in the Metropolis under the GAMA Project	Dilapidated and non-existence	38No. institutional toilets in 38 Schools to be constructed	On-going and at different levels of completion	Suspended by the World Bank in the country due to safeguard issues. Work has now recommenced and in progress
			Construction subsidized household toilets in low income communities under the GAMA Project	0	1,000 household toilets to be constructed	622 household toilets constructed	Fully implemented. BCC needs to be intensified for more households to benefit especially in the coastal areas
			Provide support for drain improvement, public sanitary facilities, etc. in public places.	Monthly	Monthly	Monthly	Fully implemented
			Undertake house numbering and street naming exercise in selected communities	1,500 Signages and 2,000 properties	5,000 Signages and 7,000 properties	200 Signages and 4,000 properties numbered	On-going. Adequate financial resources needed to sustain project implementation
			Facilitate the provision of administrative boundary maps	0	Administrative boundary maps to be provided	Not done	On-going
			Undertake slum upgrading scheme in low income communities	0	Targeted slum communities in the metropolis	Not done	Not implemented, due to financial challenge
			Facilitate the preparation of Spatial Development Framework, Structural and Local Plans	0	5 communities to be covered	2 community covered	On-going
			Provide liquid/solid waste management services	Weak infrastructure and services	Improved solid and liquid waste management services	Improved liquid and solid waste	Fully implemented
			Facilitate the	None	Use of computerised	Use of computerised	On-going but reliable internet

			implementation of the computerized permitting system in the Metropolis		system	system	facility needed to sustain the gains
			Organise pre-flood clean-up exercise and the establishment of early warning systems	4 per flood season	10 per flood season	12 per flood season	Fully implemented
			Complete fence wall project at Community 9 cemetery	60% complete	100% complete	80% complete	On-going. Moderate achievement
			Support the reshaping of feeder roads in selected Communities	5 communities	10 communities	6 communities	Not implemented
			Support the reshaping of feeder roads in selected Communities a. Gravelling and bituminous sealing of 2km road at Tema Newtown	0	2km road at Tema Newtown to be graveled and sealed	95% completed	On-going
			Facilitate the registration of elderly people under the EBAN elderly card project to enable them access social protection interventions	0	1,000 elderly people to be registered under the EBAN elderly card	504 elderly people registered	On-going
			Pothole patching of Manhean Sec/Tec Road (Tema East) (174.24metre square)	0	200metres square of potholes to be patched	174.24metre square of potholes patched	Fully implemented. 100% completed but exercise needs to be sustained for routine recurrent maintenance
			Pothole patching of funeral home road and Manhean last stop (150.89metres	0	250metres square of potholes to be patched	150.89metres squared of potholes patched	Fully implemented. 100% completed but exercise needs to be sustained for routine recurrent maintenance

			squared)				
2017	Improve development infrastructure for socio-economic development	Increase access to basic infrastructure and related services	Support the maintenance of pumping stations, septage, and sewer lines	Quarterly	Quarterly	Quarterly	Successful
			Support the hiring of heavy duty equipment and perform sanitation related activities	Quarterly	Quarterly	Quarterly	Fully implemented
			Provide support for desilting of drains, sweeping streets and maintaining green areas	Quarterly	Quarterly	Quarterly	Fully implemented
			Provide support for drain improvement, public sanitary facilities, etc. in public places.	Monthly	Monthly	Monthly	Fully implemented
			Facilitate the provision of administrative boundary maps	0	Administrative boundary maps to be provided	Not done	On-going
			Undertake house numbering and street naming exercise in selected communities	1,500 Signages and 2,000 properties	5,000 Signages and 7,000 properties	200 Signages and 4,000 properties numbered	On-going. Target not met. This is due to financial challenges
			Facilitate the preparation of Spatial Development Framework, Structural and Local Plans	0	5 communities to be covered	2 community covered and the third community to start soon	On-going
			Provide liquid/solid waste management services	Weak infrastructure and services	Improved solid and liquid waste management services	Improved liquid and solid waste	On-going
			Facilitate the implementation of the	None	Use of computerised system	Use of computerised system	On-going. The use of the computerised system has

			computerized permitting system in the Metropolis				significantly increased revenue
			Organise pre-flood clean-up exercise and the establishment of early warning systems	4 per flood season	10 per flood season	12 per flood season	Fully implemented
			Construction of storm drains to alleviate floods in Tema Central, Tema East and Tema West (GAMA Project)	None	Storm drains to alleviate floods in Tema Central, Tema East and Tema West (GAMA Project) to be constructed	On-going and at different levels of completion	On-going
			Construction/rehabilitation of 38No. institutional toilets in 38 Schools in the Metropolis under the GAMA Project	Dilapidated and non-existence	38No. institutional toilets in 38 Schools to be constructed	On-going and at different levels of completion	On-going. The project was suspended by the World Bank in the country due to safeguard issues. Work has now recommenced and in progress
			Complete fence wall project at Community 9 cemetery	60% complete	100% complete	80% complete	On-going. There is the need to revalue the project for successful implementation
			Support the reshaping of feeder roads in selected Communities	5 communities	10 communities	6 communities	Financial challenges hindered the achievement of the target
			Supply and installation of computers, projectors and screens etc. (UDG 5/Buffer project)	0	90 computers, 5 projectors, 5 screens to be supplied	100% completed	Fully implemented
			Pothole patching of Manhean Sec/Tec Road (Tema East) (174.24metre square)	0	200metres square of potholes to be patched	174.24metre square of potholes patched	Fully implemented
			Pothole patching of funeral home road and Manhean last	0	250metres square of potholes to be patched	150.89metres squared of potholes patched	Fully implemented

			stop (150.89metres squared)				
Theme: Human Development, Productivity and Employment							
Policy Objective: Create opportunities for accelerated job creation across all sectors							
2014	Accelerate human resource development in the Metropolis	Improve Educational infrastructure, safe and healthy environment and capacity of the people in the Metropolis	Organise quarterly clean-up exercise in the Metropolis	0	Quarterly	Quarterly clean up carried out	Fully implemented
			Fumigate all markets (half yearly) in the Metropolis	0	Twice per year	Fumigation carried out twice per year	Fully implemented. Completed and exercise needs to be sustained
			Organise community durbar to educate residents on communicable and non-communicable diseases	0	Residents to be sensitized on communicable and non-communicable diseases	Residents sensitized on communicable and non-communicable diseases twice per year	Fully implemented. Awareness needs to be sustained
			Provide support for HIV and AIDS/STI/TB programmes	Sensitization in prevention of new infections carried out	Inclusion of other intervention areas i.e. PMCT, care for affected persons, other BCC activities, work place HIV and AIDS policy	Intensification of interventions such as PMCT, care for affected persons, other BCC activities	Fully implemented. More public education needed to sustain the gains made
			Provide support for Polio and malaria awareness programmes in the metropolis	Inadequate awareness and low coverage for use of treated nets	Sensitize all communities and distribute treated nets to all households in the low income areas	60% of low income communities sensitized	Fully implemented. BCC on environmental sanitation needs to be enhanced
			Promote programmes towards the reduction of maternal mortality in the metropolis	Inadequate awareness and infrastructure to reduce maternal mortality	Sensitize communities and construct CHPS compounds	Awareness created and 5 CHPS Compounds constructed to reduce mortality rates	Fully implemented. Efforts needs to be sustained
			Provide support for the effective functioning of terminals Mgt. committees	Poor construction, regulatory framework in the management	Rehabilitation / construction and management of terminals	2 terminals constructed and regulated. Others are on-going	On-going

			of terminals				
			Organize public sensitization on disaster prevention and risk reduction	Inadequate behavioural change on disaster prevention	Sensitize all communities on early warning signs and attitudinal changes	Most communities and households sensitised on disaster prevention and management	Fully implemented. BCC on disaster prevention needs to be sustained
			Provide support for the construction of a 20 seater WC toilet at Adjei Kojo	Dilapidated public toilet	Construct 20 seater WC toilet	80% completed	On-going
			Support the rehabilitation of sewer lines in the metropolis	Frequent breakdown of the sewer lines	Refurbishment of the central sewer lines	Frequent improvement/replacement of damaged portions	On-going. Weak sewer infrastructure. Need urgent attention
			Construction of Tema General Hospital Morgue	Dilapidated infrastructure and poor equipment	Construct and furnish 2000 capacity morgue	100% new morgue completed. Equipment yet to be provided for operationalization	Fully implemented. Physical infrastructure completed. Urgent need to provide equipment for operationalization
			Provide support for rehabilitation works at selected markets in the Metropolis	Poor state of market infrastructure	Upgrading /construction of selected markets	Registration of selected markets under PPP and development of RFP for engagement of Transaction Advisers	On-going. Engagement of Transaction Advisers yet to be done
			Provide support for the revaluation of properties	Inadequate database on landed properties	Valuation and revaluation of all properties	At least 8,000 properties valued	On-going
			Construction of 1No. 2 storey 12 units classroom block with ancillary facilities Adjetey Ansah	None	1No. 2 storey 12 units classroom block with ancillary facilities to be constructed	80% complete	On-going
			Facilitate the connection of electricity to schools for ICT lab.	Non-existence of electricity to schools	To connect electricity to schools for ICT lab	Some schools connected to electricity	On-going. Need for power to be extended to ICT labs.
			Construction of 1No. 2 Storey 12-Unit classroom Block with	Dilapidated school block	1No. 2 Storey 12-Unit classroom Block with ancillary facilities to be	80% complete	On-going

			ancillary facilities at Mante -Din		constructed		
			Construction of 1No 2 storey 12-Unit classroom Block with ancillary facilities at Mexico	Dilapidated school block	1No. 2 Storey 12-Unit classroom Block with ancillary facilities to be constructed	80% complete	On-going
			Construct 2No. CHPS compound at Manhean and Adjei Kojo	0	2No. CHPS Compound at Manhean and Adjei Kojo to be constructed	80% complete	On-going
			Organise STME clinic for 100 basic schools and SHS boys and Girls yearly	100 pupil per year	STME clinic for 100 basic schools and SHS boys and Girls to be organized yearly	100% completed	Fully implemented
			Organize training for Youth under the GYEEDA program. Tema East and West	Inadequate training for youth	Vocational training to be organised for youth under the GYEEDA programme	Some youth (176 males and 192 females) in the metropolis have been trained	On-going
			Organize seminars for JHS and SHS students on prevention of Teenage Pregnancy	Prevalence of teenage pregnancy in the metropolis	35 basic schools targeted students to be sensitized on the prevention of Teenage Pregnancy	About 30 basic schools have been trained on teenage pregnancy	Fully implemented. Need to scale up BCC
			Train 60 women groups in Tema East and West Sub. Metro. in liquid soap making	0	60 women groups in Tema East and West to be trained in liquid soap making	7males and 108 females trained in liquid soap making	On-going. Need to improve skills of additional women to make them self employed
			Organise training programme for 30 women Groups in batik and tie and dye making	0	30 women Groups to be trained in batik and tie and dye making	Some women groups trained in batik and tie and dye making	On-going. Need to improve skills of additional women to make them self employed
			Organize workshop on Adolescent Behaviour and Personal Hygiene	Poor hygienic	25 basic schools to be considered	21 basic schools reached	Fully implemented. Increase support for SHEP activities
			Provide support the award of scholarship for needy but	50 brilliant but needy students	150 scholarships to be awarded per year	50 scholarships awarded per year	On-going. Increase support for needy but brilliant children

			brilliant students in the Metropolis	currently benefiting			
			Improve upon the management of the Ghana National School Feeding programme	Poor management of the GNSFP	Organise workshop on meal planning preparation for the year	Workshop organised for 66 School Feeding Caterers	On-going. Need to improve knowledge and skills of caterers on GNSFP
2015	Accelerate human resource development in the metro.	Improve Educational infrastructure, safe and healthy environment and capacity of the people in the Metropolis	Organize quarterly clean-up exercise in the Metropolis	0	Quarterly	Quarterly clean up carried out	Fully implemented. Improve sanitation in the metropolis
			Fumigate all markets (half yearly) in the Metropolis	0	Twice per year	Fumigation carried out twice per year	Improve sanitation in markets
			Organise community durbar to educate residents on communicable and non-communicable diseases	0	Residents to be sensitized on communicable and non-communicable diseases	Residents sensitized on communicable and non-communicable diseases twice per year	On-going. Awareness needs to be sustained
			Provide support for HIV and AIDS/STI/TB programmes	Sensitization in prevention of new infections carried out	Inclusion of other intervention areas i.e. PMCT, care for affected persons, other BCC activities, work place HIV and AIDS policy	Intensification of interventions such as PMCT, care for affected persons, other BCC activities	Fully implemented. Increase awareness and reduce the incidence of HIV and AIDS
			Provide support for Polio and malaria awareness programmes in the metropolis	Inadequate awareness and low coverage for use of treated nets	Sensitize all communities and distribute treated nets to all households in the low income areas	Some communities sensitised	Fully implemented. BCC on environmental sanitation needs to be enhanced
			Promote programmes towards the reduction of maternal mortality in the metropolis	Inadequate awareness and infrastructure to reduce maternal mortality	Sensitize communities and construct CHPS compounds	Awareness created and 5 CHPS Compounds constructed to reduce mortality rates	Fully implemented. Efforts needs to be sustained
			Provide support for the effective functioning of	Poor construction, regulatory	Rehabilitation / construction and management of	2 terminals constructed and regulated. Others are on-going	On-going

			terminals Mgt. committees	framework in the management of terminals	terminals		
			Organize public sensitization on disaster prevention and risk reduction	Inadequate behavioural change on disaster prevention	Sensitize all communities on early warning signs and attitudinal changes	Most communities and households sensitised on disaster prevention and management	Fully implemented. Need to increase awareness and enforcement to reduce dangers associated with disaster
			Provide support for the construction of a 20 seater WC toilet at Adjei Kojo	Dilapidated public toilet	Construct 20 seater WC toilet	90% completed	On-going
			Support the rehabilitation of sewer lines in the metropolis	Frequent breakdown of the sewer lines	Refurbishment of the central sewer lines	Frequent improvement/replacement of damaged portions	On-going. Weak sewer infrastructure. Need urgent attention
			Construction of Tema General Hospital Morgue	Dilapidated infrastructure and poor equipment	Construct and furnish 2000 capacity morgue	100% new morgue completed. Equipment yet to be provided for operationalization	Fully implemented. Physical infrastructure completed. Urgent need to provide equipment for operationalization
			Provide support for rehabilitation works at selected markets in the Metropolis	Poor state of market infrastructure	Upgrading /construction of selected markets	Registration of selected markets under PPP and development of RFP for engagement of Transaction Advisers	On-going. Engagement of Transaction Advisers yet to be done
			Provide support for the revaluation of properties	Inadequate database on landed properties	Valuation and revaluation of all properties	At least 9,000 properties valued	On-going
			Construction of 1No. 2 storey 12 units classroom block with ancillary facilities Adjetey Ansah	None	1No. 2 storey 12 units classroom block with ancillary facilities to be constructed	90% complete	On-going
			Facilitate the connection of electricity to schools for ICT lab.	Non-existence of electricity to schools	To connect electricity to schools for ICT lab	Some schools connected to electricity	Fully implemented. Need for power to be extended to ICT labs.

			Construction of 1No. 2 Storey 12-Unit classroom Block with ancillary facilities at Mante -Din	Dilapidated school block	1No. 2 Storey 12-Unit classroom Block with ancillary facilities to be constructed	90% complete	On-going
			Construction of 1No 2 storey 12-Unit classroom Block with ancillary facilities at Mexico	Dilapidated school block	1No. 2 Storey 12-Unit classroom Block with ancillary facilities to be constructed	90% complete	On-going
			Construct 3No. school feeding kitchen and stores at Manhean Methodist school, Community 8, and Batsonaa	None	3No. school feeding kitchen and stores to be constructed at Manhean Methodist school, Community 8, and Batsonaa	80% complete	On-going
			Construct 2No. CHPS compound at Manhean and Adjei Kojo	0	2No. CHPS Compound at Manhean and Adjei Kojo to be constructed	90% complete	On-going
			Organise STME clinic for 100 basic schools and SHS boys and Girls yearly	100 pupil per year	STME clinic for 100 basic schools and SHS boys and Girls to be organized yearly	100% completed	On-going
			Organize training for Youth under the GYEEDA program. Tema East and West	Inadequate training for youth	Vocational training to be organised for youth under the GYEEDA programme	Some youth (176 males and 192 females) in the metropolis have been trained	Fully implemented but need to scale up BCC
			Organize seminars for JHS and SHS students on prevention of Teenage Pregnancy	Prevalence of teenage pregnancy in the metropolis	35 basic schools targeted students to be sensitized on the prevention of Teenage Pregnancy	About 30 basic schools have been trained on teenage pregnancy	Fully implemented. Need to improve skills of additional women to make them self employed
			Train 60 women groups in Tema East and West Sub. Metro. in liquid soap making	None	60 women groups in Tema East and West to be trained in liquid soap making	7males and 108 females trained in liquid soap making	Fully implemented. Need to improve skills of additional women to make them self employed
			Organise training programme for 30 women Groups in	None	30 women Groups to be trained in batik and tie and dye making	Some women groups trained in batik and tie and dye making	Fully implemented. Increase support for SHEP activities

			batik and tie and dye making				
			Organise STME clinic for 100 basic schools and SHS boys and Girls yearly	100 pupil per year	STME clinic for 100 basic schools and SHS boys and Girls to be organized yearly	100% completed	Fully implemented. Increase support for needy but brilliant children
			Organize workshop on Adolescent Behaviour and Personal Hygiene	Poor hygienic	25 basic schools to be considered	21 basic schools reached	Fully implemented. Improve knowledge and skills of caterers on GNSFP
			Provide support the award of scholarship for needy but brilliant students in the Metropolis	50 brilliant but needy students currently benefiting	100 scholarships to be awarded per year	50 scholarships awarded per year	Fully implemented. Increase support for needy but brilliant children
			Improve upon the management of the Ghana National School Feeding programme	Poor management of the GNSFP	Organise workshop on meal planning preparation for the year	Workshop organised for 66 School Feeding Caterers	Fully implemented. Improve knowledge and skills of caterers on GNSFP
2016	Accelerate human resource development in the metropolis	Improve Educational infrastructure, safe and healthy environment and capacity of the people in the Metropolis	Organise quarterly clean-up exercise in the Metropolis	0	Quarterly	Quarterly clean up carried out	Fully implemented
			Fumigate all markets (half yearly) in the Metropolis	0	Twice per year	Fumigation carried out twice per year	Fully implemented. Completed and exercise needs to be sustained
			Organise community durbar to educate residents on communicable and non-communicable diseases	0	Residents to be sensitized on communicable and non-communicable diseases	Residents sensitized on communicable and non-communicable diseases twice per year	Fully implemented. Awareness needs to be sustained
			Provide support for HIV and AIDS/STI/TB programmes	Sensitization in prevention of new infections carried out	Inclusion of other intervention areas i.e. PMCT, care for affected persons, other BCC activities, work place HIV and AIDS policy	Intensification of interventions such as PMCT, care for affected persons, other BCC activities	Fully implemented. More public education needed to sustain the gains made
			Provide support for	Inadequate	Sensitize all	Some communities	Fully implemented. BCC on

			Polio and malaria awareness programmes in the metropolis	awareness and low coverage for use of treated nets	communities and distribute treated nets to all households in the low income areas	sensitised	environmental sanitation needs to be enhanced
			Promote programmes towards the reduction of maternal mortality in the metropolis	Inadequate awareness and infrastructure to reduce maternal mortality	Sensitize communities and construct CHPS compounds	Awareness created and 5CHPS Compounds constructed to reduce mortality rates	Fully implemented. Efforts needs to be sustained
			Provide support for the effective functioning of terminals Mgt. committees	Poor construction, regulatory framework in the management of terminals	Rehabilitation / construction and management of terminals	2 terminals constructed and regulated. Others are on-going	On-going
			Provide support for disaster risk reduction programme	Inadequate behavioural change on disaster prevention	Sensitize all communities on early warning signs and attitudinal changes	Most communities and households sensitised on disaster prevention and management	Fully implemented. Effort need to be sustained
			Provide support for the construction of a 20 seater WC toilet at Adjei Kojo	Dilapidated public toilet	Construct 20 seater WC toilet	100% completed	Fully implemented
			Support the rehabilitation of sewer lines in the metropolis	Frequent breakdown of the sewer lines	Refurbishment of the central sewer lines	Frequent improvement/replacement of damaged portions	On-going. Weak sewer infrastructure. Need urgent attention
			Construction of Tema General Hospital Morgue	Dilapidated infrastructure and poor equipment	Construct and furnish 2000 capacity morgue	100% new morgue completed. Equipment yet to be provided for operationalization	Fully implemented. Physical infrastructure completed. Urgent need to provide equipment for operationalization
			Provide support for rehabilitation works at selected markets in the Metropolis	Poor state of market infrastructure	Upgrading /construction of selected markets	Registration of selected markets under PPP and development of RFP for engagement of Transaction Advisers	On-going. Engagement of Transaction Advisers yet to be done

			Provide support for the revaluation of properties	Inadequate database on landed properties	Valuation and revaluation of all properties	At least 9,500 properties valued	On-going
			Construction of 1No. 2 storey 12 units classroom block with ancillary facilities Adjetej Anseh	None	1No. 2 storey 12 units classroom block with ancillary facilities to be constructed	95% complete	On-going
			Facilitate the connection of electricity to schools for ICT lab.	Non-existence of electricity to schools	To connect electricity to schools for ICT lab	Some schools connected to electricity	Fully implemented. Need for power to be extended to ICT labs.
			Construction of 1No. 2 Storey 12-Unit classroom Block with ancillary facilities at Mante -Din	Dilapidated school block	1No. 2 Storey 12-Unit classroom Block with ancillary facilities to be constructed	95% complete	On-going
			Construction of 1No. 2 storey 12-Unit classroom Block with ancillary facilities at Mexico	Dilapidated school block	1No. 2 Storey 12-Unit classroom Block with ancillary facilities to be constructed	95% complete	On-going
			Construct 3No. school feeding kitchen and stores at Manhean Methodist school, Community 8, and Batsonaa	None	3No. school feeding kitchen and stores to be constructed at Manhean Methodist school, Community 8, and Batsonaa	100% completed	Fully implemented. Awaiting commissioning and use
			Construct 2No. CHPS compound at Manhean and Adjei Kojo	0	2No. CHPS Compound at Manhean and Adjei Kojo to be constructed	95% complete	On-going
			Support the rehabilitation of sewer lines in the metropolis	Frequent breakdown of the sewer lines	Refurbishment of the central sewer lines	Frequent improvement/replacement of damaged portions	On-going. Weak sewer infrastructure. Need urgent attention
			Construction of Tema General Hospital Morgue	Dilapidated infrastructure and poor	Construct and furnish 2000 capacity morgue	100% new morgue completed. Equipment yet to be provided for	Fully implemented. Physical infrastructure completed. Urgent need to provide

			equipment		operationalization	equipment for operationalization	
			Provide support for rehabilitation works at selected markets in the Metropolis	Poor state of market infrastructure	Upgrading /construction of selected markets	Registration of selected markets under PPP and development of RFP for engagement of Transaction Advisers	On-going. Engagement of Transaction Advisers yet to be done
			Organise STME clinic for 100 basic schools and SHS boys and Girls yearly	100 pupil per year	STME clinic for 100 basic schools and SHS boys and Girls to be organized yearly	100% completed	Fully implemented
			Organize training for Youth under the GYEEDA program. Tema East and West	Inadequate training for youth	Vocational training to be organised for youth under the GYEEDA programme	Some youth (176 males and 192 females) in the metropolis have been trained	On-going
			Organize seminars for JHS and SHS students on prevention of Teenage Pregnancy	Prevalence of teenage pregnancy in the metropolis	35 basic schools targeted students to be sensitized on the prevention of Teenage Pregnancy	About 30 basic schools have been trained on teenage pregnancy	Fully implemented but need to scale up BCC
			Train 60 women groups in Tema East and West Sub. Metro. in liquid soap making	None	60 women groups in Tema East and West to be trained in liquid soap making	7males and 108 females trained in liquid soap making	Fully implemented. Need to improve skills of additional women to make them self employed
			Organise training programme for 30 women Groups in batik and tie and dye making	None	30 women Groups to be trained in batik and tie and dye making	Some women groups trained in batik and tie and dye making	Fully implemented. Need to improve skills of additional women to make them self employed
			Organize workshop on Adolescent Behaviour and Personal Hygiene	Poor hygienic	25 basic schools to be considered	21 basic schools reached	Fully implemented. Increase support for SHEP activities
			Provide support the award of scholarship for needy but brilliant students in the Metropolis	50 brilliant but needy students currently benefiting	100 scholarships to be awarded per year	50 scholarships awarded per year	Fully implemented. Increase support for needy but brilliant children

			Improve upon the management of the Ghana National School Feeding programme	Poor management of the GNSFP	Organise workshop on meal planning preparation for the year	Workshop organised for 66 School Feeding Caterers	Fully implemented. Improve knowledge and skills of caterers on GNSFP
			Construction of a 6-unit classroom block at Manhean	0	6-unit classroom block to be constructed at Manhean	100% completed and in use	Fully implemented. Facility in use
			Construction of a 3-unit classroom block with ancillary facility at Manhean	0	3-unit classroom block with ancillary facility to be constructed at Manhean	30% works completed	On-going
			Construction of a 6-unit classroom block at Old Lashibi	Dilapidated classroom block	6-unit classroom block to be constructed at Old Lashibi	70% works completed	On-going
			Construction of a 6-unit classroom block at Kotobabi	Congestion in classrooms	6-unit classroom block to be constructed at Kotobabi	70% works completed	On-going
			Construction of a 2 Storey classroom block with ancillary facilities at Community 2 no. 4 Primary School (Phase II)	Inadequate classroom block	2 Storey classroom block to be constructed at Community 2 no. 4 Primary School	60% of work completed	On-going
			Construction of a 6-unit classroom block at Star JHS	0	6-unit classroom block to be constructed at Star JHS	90% works completed	On-going
			Construction of a 6-unit classroom block at Adjei Kojo	Congestion in classrooms	6-unit classroom block to be constructed at Adjei Kojo	70% works completed	On-going
			Construction of a 6-unit classroom block at Klagon	Inadequate classroom blocks	6-unit classroom block to be constructed at Klagon	70% works completed	On-going
			Construction of a 3-unit classroom block with ancillary facility at Adjei Kojo	Inadequate classroom blocks	3-unit classroom block with ancillary facility to be constructed at Adjei Kojo	50% works completed	On-going
			Construction of a 6-unit classroom block	Inadequate classroom	6-unit classroom block with ancillary facility to	70% works completed	On-going

			with ancillary facility at Redemption Valley TMA Primary School	blocks	be constructed at Redemption Valley TMA Primary School		
			Construction of a 6-unit classroom block with ancillary facility at Manhean Community Primary School	Inadequate classroom blocks	6-unit classroom block with ancillary facility to be constructed at Manhean Community Prim. Sch.	70% works completed	On-going
			Construction of a 12 unit classroom block phase 1 (6-unit classroom block) with ancillary facility at Baatsonaa	0	12 unit classroom block to be constructed at Baatsona	50% works completed	On-going
2017	Accelerate human resource development in the metropolis	Improve Educational infrastructure, safe and healthy environment and capacity of the people in the Metropolis	Organize quarterly clean-up exercise in the Metropolis	0	Quarterly	Quarterly clean up carried out	Fully implemented
			Fumigate all markets (half yearly) in the Metropolis	0	Twice per year	Fumigation carried out twice per year	Fully completed and exercise needs to be sustained
			Organise community durbar to educate residents on communicable and non-communicable diseases	0	Residents to be sensitized on communicable and non-communicable diseases	Residents sensitized on communicable and non-communicable diseases twice per year	Fully implemented. Awareness needs to be sustained
			Provide support for HIV and AIDS/STI/TB programmes	Sensitization in prevention of new infections carried out	Inclusion of other intervention areas i.e. PMCT, care for affected persons, other BCC activities, work place HIV and AIDS policy	Intensification of interventions such as PMCT, care for affected persons, other BCC activities	Fully implemented. More public education needed to sustain the gains made
			Provide support for Polio and malaria awareness programmes in the metropolis	Inadequate awareness and low coverage for use of treated nets	Sensitize all communities and distribute treated nets to all households in the low income areas	Some communities sensitised	Fully implemented. BCC on environmental sanitation needs to be enhanced
			Promote programmes towards the reduction	Inadequate awareness and	Sensitize communities and construct CHPS	Awareness created and 5CHPS Compounds	Fully implemented. Efforts needs to be sustained

			of maternal mortality in the metropolis	infrastructure to reduce maternal mortality	compounds	constructed to reduce mortality rates	
			Provide support for the effective functioning of terminals Mgt. committees	Poor const, regulatory framework in the management of terminals	Rehabilitation / construction and management of terminals	2 terminals constructed and regulated. Others are on-going	On-going
			Provide support for disaster risk reduction programme	Inadequate behavioural change on disaster prevention	Sensitize all communities on early warning signs and attitudinal changes	Most communities and households sensitised on disaster prevention and management	Fully implemented. Effort need to be sustained
			Support the rehabilitation of sewer lines in the metropolis	Frequent breakdown of the sewer lines	Refurbishment of the central sewer lines	Frequent improvement/replacement of damaged portions	On-going. Weak sewer infrastructure need urgent attention
			Provide/ supply equipment for Tema General Hospital Morgue	New morgue constructed	Furnish 2000 capacity morgue	Equipment yet to be provided for operationalization	On-going. Urgent need to provide equipment for operationalization
			Provide support for rehabilitation works at selected markets in the Metropolis	Poor state of market infrastructure	Upgrading /construction of selected markets	Registration of selected markets under PPP and development of RFP for engagement of Transaction Advisers	Fully implemented. Engagement of Transaction Advisers yet to be done
			Provide support for the revaluation of properties	Inadequate database on landed properties	Valuation and revaluation of all properties	At least 10,000 properties valued	On-going
			Facilitate the connection of electricity to schools for ICT lab.	Non-existence of electricity to schools	To connect electricity to schools for ICT lab	Some schools connected to electricity	Fully implemented. Need for power to be extended to ICT labs.
			Construct 2No. CHPS compound at Manhean and Adjei Kojo	0	2No. CHPS Compound at Manhean and Adjei Kojo to be constructed	100% completed	Fully implemented. Completed and handed over to end users

			Support the rehabilitation of sewer lines in the metropolis	Frequent breakdown of the sewer lines	Refurbishment of the central sewer lines	Frequent improvement/replacement of damaged portions	Fully implemented. Weak sewer system needs urgent attention
			Provide support for rehabilitation works at selected markets in the Metropolis	Poor state of market infrastructure	Upgrading /construction of selected markets	Registration of selected markets under PPP and development of RFP for engagement of Transaction Advisers	On-going. Engagement of Transaction Advisers yet to be done
			Organize STME clinic for 100 basic schools and SHS boys and Girls yearly	100 pupil per year	STME clinic for 100 basic schools and SHS boys and Girls to be organized yearly	100% completed	Fully implemented
			Provide assistance for sports groups in the metropolis	Inadequate training for youth	Vocational training to be organised for youth under the GYEEDA programme	Some youth (176 males and 192 females) in the metropolis have been trained	On-going
			Organize training for Youth under the GYEEDA program. Tema East and West	Prevalence of teenage pregnancy in the metropolis	35 basic schools targeted students to be sensitized on the prevention of Teenage Pregnancy	About 30 basic schools have been trained on teenage pregnancy	Fully implemented. Need to scale up BCC
			Organize seminars for JHS and SHS students on prevention of Teenage Pregnancy	0	60 women groups in Tema East and West to be trained in liquid soap making	7males and 108 females trained in liquid soap making	Fully implemented. Need to improve skills of additional women to make them self employed
			Train 60 women groups in Tema East and West Sub. Metro. In liquid soap making	0	30 women Groups to be trained in batik and tie and dye making	Some women groups trained in batik and tie and dye making	Fully implemented. Need to improve skills of additional women to make them self employed
			Organise training programme for 30 women Groups in batik and tie and dye making	Poor hygienic	25 basic schools to be considered	21 basic schools reached	Fully implemented. Increase support for SHEP activities
			Organize workshop on Adolescent Behaviour and Personal Hygiene	Poor hygienic	25 basic schools to be considered	21 basic schools reached	On-going, moderate achievement

			Provide support the award of scholarship for needy but brilliant students in the Metropolis	50 brilliant but needy students currently benefiting	100 scholarships to be awarded per year	50 scholarships awarded per year	On-going. Increase support for needy but brilliant children
			Improve upon the management of the Ghana National School Feeding programme	Poor management of the GNSFP	Organise workshop on meal planning preparation for the year	Workshop organised for 66 School Feeding Caterers	Fully implemented. Improve knowledge and skills of caterers on GNSFP
			Construction of a 3-unit classroom block with ancillary facility at Manhean	0	3-unit classroom block with ancillary facility to be constructed at Manhean	30% works completed	On-going
			Construction of a 6-unit classroom block at Old Lashibi	Dilapidated classroom block	6-unit classroom block to be constructed at Old Lashibi	70% works completed	On-going
			Construction of a 6-unit classroom block at Kotobabi	Congestion in classrooms	6-unit classroom block to be constructed at Kotobabi	70% works completed	On-going
			Construction of a 2 Storey classroom block with ancillary facilities at Community 2 no. 4 Primary School (Phase II)	Inadequate classroom block	2 Storey classroom block to be constructed at Community 2 no. 4 Primary School	60% of work completed	On-going
			Construction of a 6-unit classroom block at Star JHS (Comm. 5)	0	6-unit classroom block to be constructed at Star JHS	90% works completed	On-going
			Construction of a 6-unit classroom block at Adjei Kojo	Congestion in classrooms	6-unit classroom block to be constructed at Adjei Kojo	70% works completed	On-going
			Construction of a 6-unit classroom block at Klagon	Inadequate classroom blocks	6-unit classroom block to be constructed at Klagon	70% works completed	On-going
			Construction of a 3-unit classroom block with ancillary facility	Inadequate classroom blocks	3-unit classroom block with ancillary facility to be constructed at Adjei	50% works completed	On-going

			at Adjei Kojo		Kojo		
			Construction of a 6-unit classroom block with ancillary facility at Redemption Valley TMA Primary School	Inadequate classroom blocks	6-unit classroom block with ancillary facility to be constructed at Redemption Valley TMA Primary School	70% works completed	On-going
			Construction of a 6-unit classroom block with ancillary facility at Manhean Community Primary School	Inadequate classroom blocks	6-unit classroom block with ancillary facility to be constructed at Manhean Community Prim. Sch.	70% works completed	On-going
			Construction of a 12 unit classroom block phase 1 (6-unit classroom block) with ancillary facility at Batsona	0	12 unit classroom block to be constructed at Batsona	50% works completed	On-going
Thematic Area: Transparent and Accountable Governance							
Policy Objective: Expand and sustain opportunities for effective citizens' engagement							
2014	Promote transparent and accountable governance		Organize gender mainstreaming, gender budgeting and gender related programmes	9 gender related programmes /activities	14 gender related programmes /activities targeted	7 gender related programmes /activities implemented	On-going. 50% of activities implemented. The rest to be done within the next planning phase
			Undertake communal labour in electoral areas annually	0	40 clean-up exercises for the 4yr period	20 clean-ups undertaken	On-going
			Construct office complex for metro. Works departments (phase II)	1	1	1	Fully implemented. Work completed and facility in use
			Construct/expand TMA car park	0	1	1	Fully implemented. Expansion work completed but the car needs general facelift
			Support the identification and burial of dead paupers and	0	Identify and bury all dead paupers and unclaimed dead bodies	Activity implemented	Fully implemented

			unclaimed dead bodies in the Metropolis				
			Facilitate the preparation/review of: a. Assembly's annual M&E plan b. Prepare 2014-2017 MTDP and review AAP	a. 2013 M&E plan not available b. 2014-2017 MTDP prepared and AAP available	a.2014-2017 M&E plan to be prepared b. 2014-2017 MTDP and AAP to be prepared	a.2014-2017 M&E plan has been prepared b. 2014-2017 MTDP and AAP prepared	Fully implemented. Work completed and both M&E and MTDP under implementation
			Provide funds for the monitoring of Assembly's projects and programmes annually	0	GH¢158,200.00 estimated for the 4yr period	GH¢80,000.00 provided for M&E for the 4yr period	On-going
			Provide funds for the implementation of disability projects	GH¢60,000 provided	GH¢92,000 to be provided per year	Funds made available	On-going
			Provide funds for the execution of contingency programmes and projects	GH¢50,200.00	GH¢720,000.00 for the 4yr period	GH¢1,200,000.00	On-going, but budgetary allocation not enough to address all contingencies
			Organize capacity building programme for TMA staff	GH¢20,000.00	GH¢271,000.00	GH¢180,000.00 released	On-going
			Provide funds for the payment of advertisement and publicity materials	GH¢12,000 per year	GH¢ 30,000 per year	GH¢20,000 per year	On-going
			Provide support for minor repair of schools and other institutions	GH¢30,000 per year	GH¢50,000 per year	GH¢50,000 per year	On-going
			Organize 10No. public education and sensitization programme on Local Governance	5No. public education and sensitization programmes held	40No. public education and sensitization programme expected to be held	20No. public education and sensitization programmes held for the period	Fully implemented. Sensitization programmes needs to be sustained

			Organize Radio talk/TV show programmes, press conference/press releases and media announcement other public fora on TMA activities	2 per year	Quarterly	Quarterly	On-going
			Organize workshop for 200 ratepayers /opinion leaders on their civic obligation	2 per year	Quarterly	Quarterly	On-going
			Undertake development control activities in the metropolis	Existence of unauthorised developments in the metropolis	Effectively ensure development control measures	Some achievements made whilst other areas have been prioritize for 2017	On-going
			Provide funds to undertake impact assessment, evaluation and social framework	GH¢30,000	GH¢40,000 per year	GH¢35,000	On-going
			Provide training for building inspectors, task force, etc. in various discipline	Ineffective functioning of building inspectors and task force	Train 200 building inspectors, task force, etc.	100 building inspectors, task force, etc. trained over the years	On-going
			Construction of Kwame Nkrumah Memorial Park (Phase I)	0	Kwame Nkrumah Memorial Park Phase I to be completed	Kwame Nkrumah Memorial Park Phase I completed	Fully implemented. Project completed but retention yet to be paid
			Organise 4No. Assembly meetings, Executive committee meeting and other sub-committee meetings	4No. Assembly meetings, Executive committee meeting and other sub-committee meetings	4No. Assembly Executive committee meeting and other sub-committee meetings to be organized	4No. Assembly Executive committee meeting and other sub-committee meetings have been organized	On-going

				organized			
2015	Promote transparent and accountable governance		Construction of 20No. police post in the metropolis	0	20No. police post to be constructed	2 police posts constructed	On-going
			Organize gender mainstreaming, gender budgeting and gender related programmes	9 gender related programmes /activities	14 gender related programmes /activities targeted	7 gender related programmes /activities implemented	On-going, 50% of activities implemented. The rest to be done within the next planning phase
			Undertake communal labour in electoral areas annually	0	40 clean-up exercises for the 4yr period	20 clean-ups undertaken	On-going
			Construction of Kwame Nkrumah Memorial Park (Phase II)	Phase I completed	Kwame Nkrumah Memorial Park Phase II to be completed	Not done	Not implemented
			Support the identification and burial of dead paupers and unclaimed dead bodies in the Metropolis	0	Identify and bury all dead paupers and unclaimed dead bodies	Activity implemented	Fully implemented
			Provide funds for the monitoring of Assembly's projects and programmes annually	0	GH¢158,200.00 estimated for the 4yr period	GH¢80,000.00 provided for M&E for the 4yr period	On-going
			Provide funds for the implementation of disability projects	GH¢60,000 provided	GH¢92,000 to be provided per year	Fund made available	On-going
			Provide funds for the execution of contingency programmes and projects	GH¢50,200.00	GH¢720,000.00 for the 4yr period	GH¢1,200,000.00	On-going. Budgetary allocation not enough to address all contingencies
			Organize capacity building programme for TMA staff	GH¢20,000.00	GH¢271,000.00	GH¢180,000.00 released	On-going

			Construct new administration block (4storey building)	0	Construct 4storey administration block	30% completed	On-going
			Provide funds for the monitoring of Assembly's projects and programmes annually	0	GH¢158,200.00 estimated for the 4yr period	GH¢80,000.00 provided for M&E for the 4yr period	On-going
			Provide funds for the execution of contingency programmes and projects	GH¢50,200.00	GH¢720,000.00 for the 4yr period	GH¢1,200,000.00	On-going. Budgetary allocation not enough to address all contingencies
			Provide funds for the payment of advertisement and publicity materials	GH¢12,000 per year	GH¢ 30,000 per year	GH¢20,000 per year	On-going
			Provide support for minor repair of schools and other institutions	GH¢30,000 per year	GH¢50,000 per year	GH¢50,000 per year	On-going
			Organize 10No. public education and sensitization programme on Local Governance	5No. public education and sensitization programmes held	40No. public education and sensitization programme expected to be held	20No. public education and sensitization programmes held for the period	Fully implemented. Sensitization programmes needs to be sustained
			Organize Radio talk/TV show programmes, press conference/press releases and media announcement other public fora on TMA activities	2 per year	Quarterly	Quarterly	On-going
			Organize workshop for 200 ratepayers /opinion leaders on their civic obligation	2 per year	Quarterly	Quarterly	On-going

			Undertake development control activities in the metropolis	Existence of unauthorised developments in the metropolis	Effectively ensure development control measures	Some achievements made whilst other areas have been prioritize for 2017	On-going
			Organize 10No. public education and sensitization programme on Local Governance	5No. public education and sensitization programmes held	40No. public education and sensitization programme expected to be held	20No. public education and sensitization programmes held for the period	Fully implemented. Sensitization programmes needs to be sustained
			Provide funds to undertake impact assessment, evaluation and social framework	GH¢30,000	GH¢40,000 per year	GH¢35,000	Fully implemented
2016	Promote transparent and accountable governance		Construction of 20No. police post in the metropolis	0	20No. police post to be constructed	4 police posts constructed	Fully implemented
			Organize gender mainstreaming, gender budgeting and gender related programmes	9 gender related programmes /activities	14 gender related programmes /activities targeted	7 gender related programmes /activities implemented	On-going. 55% of activities implemented. The rest to be done within the next planning phase
			Undertake communal labour in electoral areas annually	0	40 clean-up exercises for the 4yr period	20 clean-ups undertaken	On-going
			Construct new administration block (4storey building)	0	Construct 4storey administration block	55% completed	On-going
			Support the identification and burial of dead paupers and unclaimed dead bodies in the Metropolis	0	Identify and burry all dead paupers and unclaimed dead bodies	Activity implemented	Fully implemented
			Provide funds for the monitoring of Assembly's projects	0	GH¢158,200.00 estimated for the 4yr period	GH¢80,000.00 provided for M&E for the 4yr period	On-going

			and programmes annually				
			Provide funds for the implementation of disability projects	GH¢60,000 provided	GH¢92,000 to be provided per year	Fund made available	On-going
			Provide funds for the execution of contingency programmes and projects	GH¢50,200.00	GH¢720,000.00 for the 4yr period	GH¢1,200,000.00	On-going. Budgetary allocation not enough to address all contingencies
			Organize capacity building programme for TMA staff	GH¢20,000.00	GH¢271,000.00	GH¢180,000.00 released	On-going
			Provide funds for the monitoring of Assembly's projects and programmes annually	0	GH¢158,200.00 estimated for the 4yr period	GH¢80,000.00 provided for M&E for the 4yr period	On-going
			Provide funds for the implementation of disability projects	GH¢60,000 provided	GH¢92,000 to be provided per year	Fund made available	On-going
			Provide funds for the execution of contingency programmes and projects	GH¢50,200.00	GH¢720,000.00 for the 4yr period	GH¢1,200,000.00	On-going. Budgetary allocation not enough to address all contingencies
			Provide funds for the payment of advertisement and publicity materials	GH¢12,000 per year	GH¢ 30,000 per year	GH¢20,000 per year	On-going
			Provide support for minor repair of schools and other institutions	GH¢30,000 per year	GH¢50,000 per year	GH¢50,000 per year	On-going
			Organize 10No. public education and sensitization programme on Local Governance	5No. public education and sensitization programmes held	40No. public education and sensitization programme expected to be held	20No. public education and sensitization programmes held for the period	Fully implemented. Sensitization programmes needs to be sustained
			Organize	2 per year	Quarterly	Quarterly	On-going

			Radio talk/TV show programmes, press conference/press releases and media announcement other public fora on TMA activities				
			Organize workshop for 200 ratepayers /opinion leaders on their civic obligation	2 per year	Quarterly	Quarterly	On-going
			Undertake development control activities in the metropolis	Existence of unauthorised developments in the metropolis	Effectively ensure development control measures	Some achievements made whilst other areas have been prioritize for 2017	On-going
2017	Promote transparent and accountable governance		Construction of 20No. police post in the metropolis	0	20No. police post to be constructed	6 police posts constructed	On-going
			Organize gender mainstreaming, gender budgeting and gender related programmes	9 gender related programmes /activities	14 gender related programmes /activities targeted	8 gender related programmes /activities implemented	On-going. 60% of activities implemented. The rest to be done within the next planning phase
			Undertake communal labour in electoral areas annually	0	40 clean-up exercises for the 4yr period	20 clean-ups undertaken	On-going
			Construct new administration block (4storey)	0	Construct 4storey administration block	60% completed	On-going
			Facilitate the preparation/review of 2018-2021 MTDP and review AAP	2014-2017 MTDP prepared and AAP available	2018-2021 MTDP and AAP to be prepared	2018-2021 MTDP and AAP prepared	On-going
			Support the identification and burial of dead paupers and unclaimed dead	0	Identify and burry all dead paupers and unclaimed dead bodies	Activity implemented	On-going

			bodies in the Metropolis				
			Provide funds for the monitoring of Assembly's projects and programmes annually	0	GH¢158,200.00 estimated for the 4yr period	GH¢80,000.00 provided for M&E for the 4yr period	On-going
			Provide funds for the implementation of disability projects	GH¢60,000 provided	GH¢92,000 to be provided per year	Fund made available	On-going
			Provide funds for the execution of contingency programmes and projects	GH¢50,200.00	GH¢720,000.00 for the 4yr period	GH¢1,200,000.00	On-going. Budgetary allocation not enough to address all contingencies
			Organize capacity building programme for TMA staff	GH¢20,000.00	GH¢271,000.00	GH¢180,000.00 released	On-going
			Provide funds for the payment of advertisement and publicity materials	GH¢12,000 per year	GH¢ 30,000 per year	GH¢20,000 per year	On-going
			Provide support for minor repair of schools and other institutions	GH¢30,000 per year	GH¢50,000 per year	GH¢50,000 per year	On-going
			Organize 10No. public education and sensitization programme on Local Governance	5No. public education and sensitization programmes held	40No. public education and sensitization programme expected to be held	20No. public education and sensitization programmes held for the period	Fully implemented. Sensitization programmes needs to be sustained

Source: TMA/MPCU, 2018

1.4.2 Performance Review in Relation to GSGDA II (2014-2017)

The Tema Metropolitan Assembly in collaboration with various stakeholders implemented various programmes/projects to improve the living conditions of the people. These programmes and projects cut across various sectors including education, health, agriculture, water and sanitation, urban roads development and good governance etc. The programmes/projects, which were captured into the Metro. Annual Action Plans for the years 2014-2017, were indicated under the seven thematic areas of the GSGDA II, namely;

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

In all, the Assembly earmarked 351 programmes/projects for implementation within the four (4) year planned period. The breakdown of the programmes and projects are indicated in Table 1.2.

Table 1.2: Number of Projects under the seven thematic areas

No.	Thematic Areas	No. of Programmes/Projects planned (2014-2017)	Percentages (%)
1.	Ensuring and sustaining macroeconomic stability.	19	5.4
2.	Enhancing competitiveness in Ghana's private sector.	6	1.7
3.	Accelerated agricultural modernization and sustainable natural resource management.	35	9.8
4.	Oil and gas development	4	1.0
5.	Infrastructure, energy and human settlements development	71	20.2
6.	Human development, productivity and employment	141	40.1
7.	Transparent and accountable governance	75	21.3
	Total	351	100

1.4.3 Project/ Programme Implementation 2014-2017

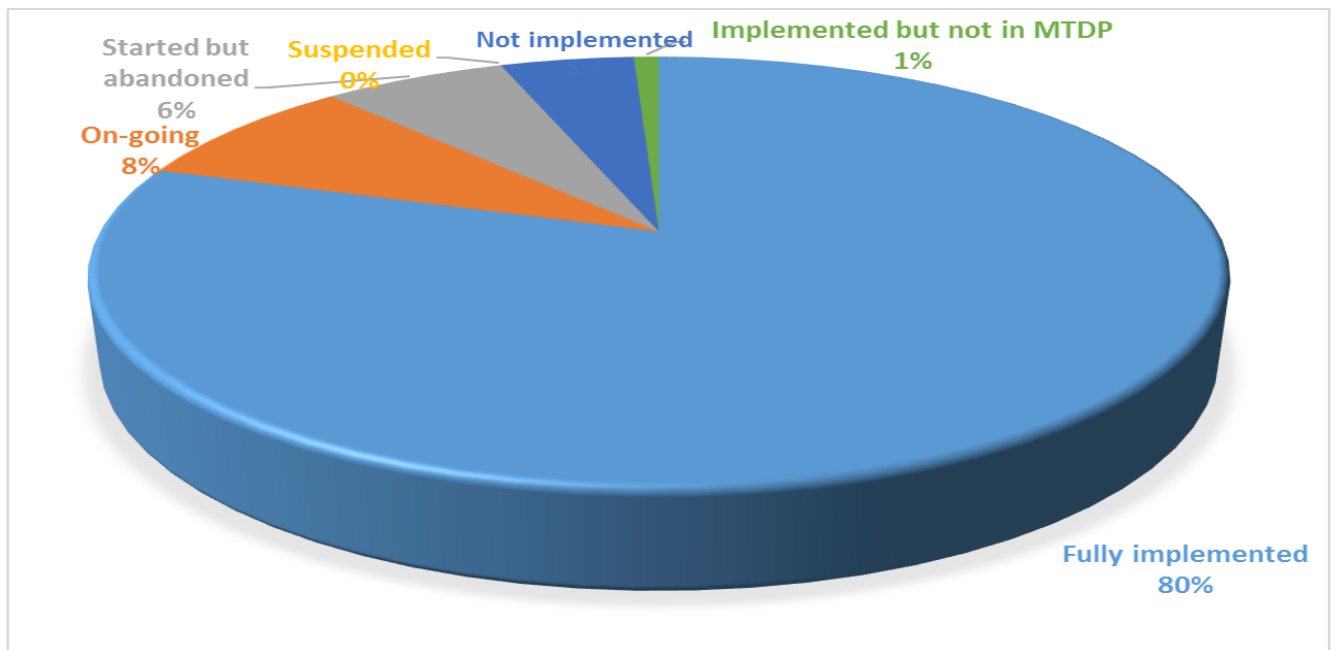
The Tema Metropolitan Assembly in collaboration with various stakeholders implemented various programmes/projects to improve the living conditions of the people. These programmes and projects cut across various sectors including education, health, agriculture, water and sanitation, urban roads development and good governance, security, markets, women empowerment etc. As indicated in Table 1.2, the Assembly initiated a total of 351 programmes and projects within the planned period 2014-2017. The status of programmes and programme implementation in terms of fully implemented, on-going, started but abandoned, not implemented, implemented but not in MTDP is indicated in Table 1.3. Figure 1.1 also demonstrates the analysis of project implementation within the plan period 2014-2017.

Table 1.3: Level of Implementation (2014-2017)

No.	Status (Programmes/ Projects)	2014	%	2015	%	2016	%	2017	%	Total
1.	Fully implemented	72	86.75	75	88.24	81	79.41	53	65.43	281
2.	On-going	6	7.23	5	5.88	5	4.90	13	16.05	29
3.	Started but abandoned	1	1.20	1	1.18	8	7.84	12	14.81	22
4.	Suspended	0	0.00	0	0	0	0	0	0.00	0
5.	Not implemented	4	4.82	4	4.71	5	4.9	3	3.70	16
6.	Implemented but not in MTDP	0	0.00	0	0	3	2.94		0.00	3
	Total	83	100	85	100	102	100	81	100	351

Source: Tema Metropolitan Assembly, 2018

Figure 1.1: Level of Implementation (2014-2017)



Source: MPCU, 2018

- **Achievement of set goals, objectives and targets**

Between the years 2014-2017, most of the objectives set up for the implementation of programmes and projects under each of the thematic areas of the GSGDA II were achieved as indicated in Table 1.1. A distinct feature of the programmes and projects implemented is that, the

Assembly could not implement any of the prioritized activities under Oil and Gas development. This may be attributed to the higher technical skills needed which is available only in the private sector. The other reason may be due to the presence of downstream oil and gas industries within the Metropolis which might have already prioritize these activities. The Assembly was confronted with some challenges in programme/ project implementation in the years under review. These challenges were discussed under item 1.2.4.

- **Reasons for any deviations regarding implementation of set targets**

There were limited deviations in programmes/ project implementation during the plan period. Some of these deviations were attributed to emergency projects arising from natural disasters. For instance the Assembly had to bring on board major drainage works under the GAMA mainly to reduce flood risk disasters in the year 2016.

- **Action taken to remedy the situation during implementation period**

The emergency projects brought on board were factored into the 2017 Annual Action Plan for implementation.

1.4.4 Key problems encountered during implementation stage

The Tema Metropolitan Assembly encountered several problems during the implementation of the prioritized programmes/ projects captured in the annual action plans of the DMTDP 2014-2017. Key problems identified during the implementation period include the following:

- (i) Haphazard parking of haulage trucks
- (ii) Difficulty on the part of communities to release land for development projects coupled with high cost of land compensation.
- (iii) Inadequate funding for programme/projects prioritized for implementation
- (iv) Inadequate internally generated revenue to support capital expenditure projects for development
- (v) Weak development control machinery leading to the massive encroachment on lands proposed for development
- (vi) Rapid increase in slum within the Metropolis
- (vii) Weak development control leading to the springing up of un-authorized structures
- (viii) Weak sewer infrastructure leading to frequent breakdown and repairs
- (ix) Poor attitude of residents towards environmental sanitation and management
- (x) Also the over lapping development roles of TMA, TDC and GPHA has made the management of the city to be complex
- (xi) Boundary conflicts with sister Assemblies
- (xii) Outdated classification of zones leading to agitations in the communities. This is affecting revenue mobilization.

1.4.5 Lessons learnt which have implications for the DMTDP (2018-2021)

The following lessons were learnt during the DMTDP implementation (2014-2017). These lessons/ issues which have key implications for DMTDP implementation (2018-2021) included the following:

- The complete refurbishment of the Tema Central Sewer system
- Continuous sensitization/ dialogue with stakeholders to release and protect land earmarked for community projects.
- Strengthening of the Metro. Development Control task force to protect areas zoned for community projects and other District development projects
- The need to upgrade the classification of zones into 1st, 2nd, 3rd etc. residential areas to match with the current status of the communities
- The need to complete the valuation and revaluation of properties
- The early resolution of the boundary disputes by the Boundary Resolution Committee
- There is also the need to streamline the activities of TMA and TDC for efficient planning and management of the city

1.5 Metropolitan Profile

1.5.1 Physical and Natural Environment

1.5.1.1 Location and Size

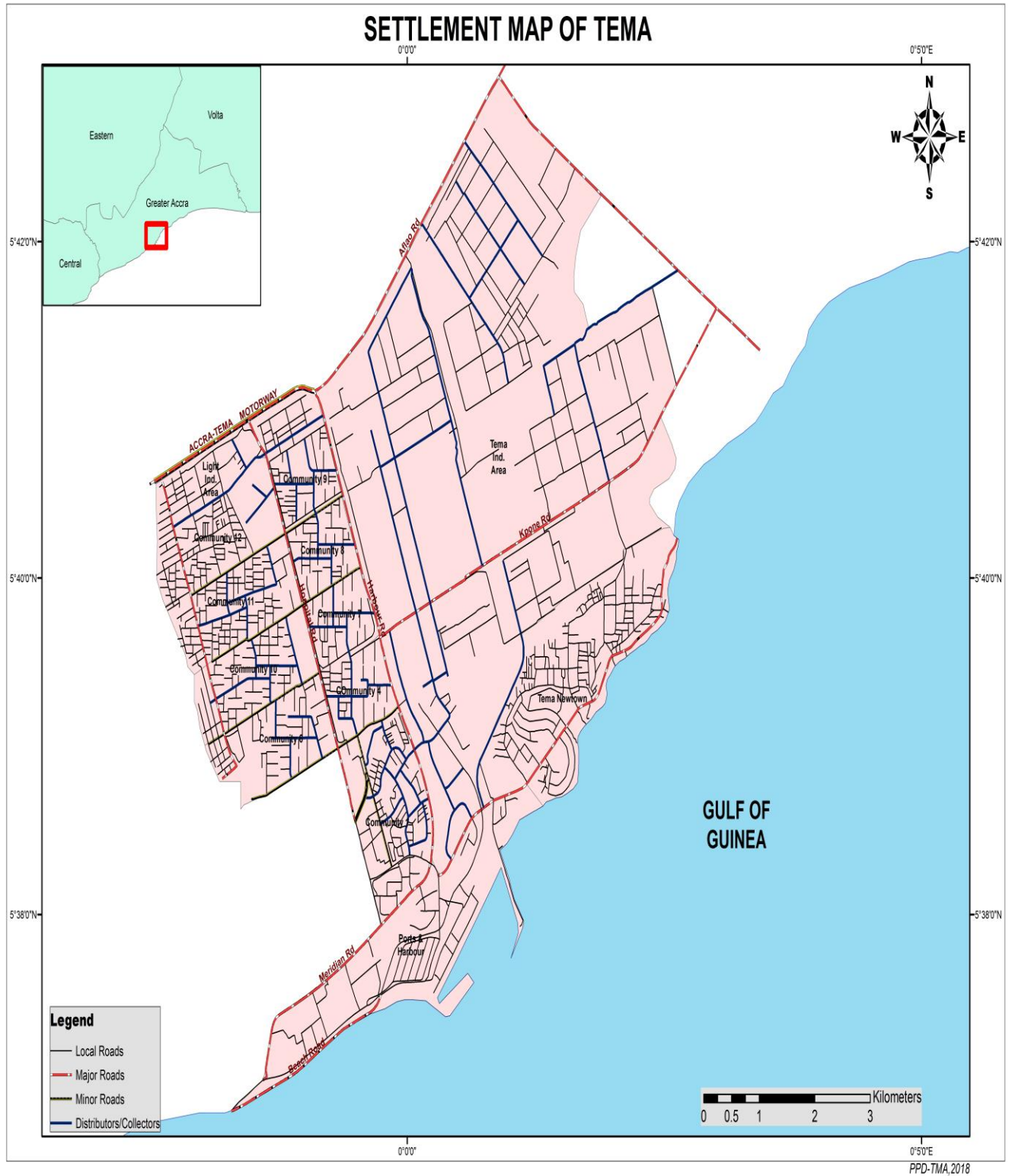
Tema Metropolitan Assembly is a coastal district situated about 30 kilometers east of Accra, the capital city of Ghana. It shares boundaries on the North East with the Ashaiman Municipal Assembly (AshMA), Southwest by Ledzokuku Krowor Municipal Assembly, North West by Adentan Municipal Assembly and the South by the Gulf of Guinea. The Ashaiman Municipal Assembly is an in-lock enclave within the TMA. The Metropolis covers an area of about 121km² -Greater Accra Regional Spatial Development Framework -Vol.2, 2016 (See Map 1.1) and lies within the coastal savannah zone. 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 southern tip of the Metropolis lies on latitude 5°41” North. The Metropolis proximity to the sea with its low lying terrain which projects into the sea makes it a natural endowment for harbour. This evidently informed the decision of the construction of the Tema Harbour in 1957, making the metropolis “the Eastern Gateway of Ghana” and the industrial hub of the country.

1.5.1.2 Physical Characteristics

1.5.1.2.1 Topography

The topography of the Tema Metropolitan area is generally flat and forms part of the coastal plains, ranging from 0m south to 35m north above sea level. The terrain of the district barely rises up to 65m high. The flat nature of the Metropolis has made it to be flood prone and therefore high cost of construction of drainage. However, the only major constraint to this strength is the erratic rain fall pattern in the region.

Map 1.1: Distribution of Communities in TMA



Source: Physical Planning Dept (TMA), 2018

1.5.1.2.2 Soil

Soils in Tema Metropolis are composed of sand, clay, humus, gravel and stone. The sandy and humus nature of the soil support the cultivation of vegetables as onion, okro, tomatoes, pepper and the exotic vegetables while the clayey nature though support the production of brick could also have adverse effects on general construction activities. The nature of the soil also supports sand winning and stone quarry activities which have become major source of income for most youths in the peri-urban settlements of the Metropolis. However, the adverse effects of sand winning are numerous, notable among them are; loss of arable land for agriculture and the creation of deep pits which collect water during rainfall and thus serves as breeding grounds for mosquitoes.

1.5.1.2.3 Climate

The Metropolis lies in the coastal savannah zone of Ghana and therefore enjoys a dry equatorial climate. Mean annual rainfall ranges between 730mm to 790mm. The rainy season is usually from April to July (major rainy season) and from September to November (minor rainy season). The highest amount of rain is experienced in May, June and early July. Temperatures are high all year round with significant daily and seasonal variations. The annual average temperatures range between 25°C and 30 °C in the major rainy season while in the minor season temperatures range between 34 °C and 40 °C. Humidity varies from 60% - 80% (or more) in the wet season to less than 30% in the dry season. Winds, generally of low velocity, blow over the area from the South during the day and evening and from the West in the night and early morning.

Tema being an industrial hub, some areas were demarcated and reserved as greenbelts as a result of the absence of forest reserves (zones) to control the micro climate of Tema (climatic condition in relatively small area). However, the number of industries and waste generated has been increasing in the Metropolis without a corresponding increase in afforestation to absorb excess carbon mono-oxide generated by these factories. Also, areas reserved as green belts are being encroached upon by both residents and light industries. This has led to changes in weather condition with its associated effects such as loss of biodiversity and erratic rainfall pattern.

1.5.1.2.4 Vegetation production

The vegetation zones in the Metropolis comprises of the following: shrub land, grassland etc. The grassland in areas such as Klagon, Lashibi, Borteyman, etc. supports livestock farming. The vegetation zone in the Metropolis comprises of the following; shrub land, grassland and few patches semi-deciduous forests. The grassland is found along the green belt in areas such as the light industrial area and Tema Community 9 as such most residents in these areas are into livestock farming. However, the shrub land and the semi-deciduous forests have been calved out of Tema but with the Spatial interactions that exist between the two assemblies these areas still benefit the Assembly.

1.5.1.2.5 Geology

The Metropolis is underlain by the Precambrian rocks of the Dahomeyan formation: metamorphic rocks mainly consisting of granite, gneiss and schist have been probably derived from sedimentary layers. These rocky formations are weathered or decomposed at the surface

with a thickness not exceeding 12m in the area. Stone quarry is therefore a major economic activity in some areas as Shai Hills and its surrounding areas of the metropolis.

1.5.1.2.6 Drainage Pattern

The streams in the Metropolis are seasonal. Most of these streams flow through depressions into the sea during the rainy season. Notable among them is the Gynakorgyor flows into the Gao Lagoon between Manhean and Kpone. Industrial liquid waste and water from the Eastern part of Manhean Township converge into a major drain ending up in the Chemu Lagoon located between the harbour area and Tema Manhean. These pollutants have destroyed the aquatic life of the lagoon. However these pollutants can be purified to the tobe used for agricultural activities in those areas.

1.5.1.2.7 Hydrology

The streams in the Metropolis are seasonal in nature, they do not flow throughout the year. A number of streams however flow through depressions into the sea during the rainy season. Notable among them is the Gynakorgyor (flow into the Gao Lagoon between Manhean and Kpone). Water from the industrial area and the Eastern part of the township converge into a major drain ending up in the Chemu Lagoon located between the harbor area and Tema Manhean. These have contributed to the biological death of the Chemu lagoon. Chemicals washed from the industries pollute and destroy the aquatic life of the lagoon.

1.5.1.2.8 The Built Environment

The built up area of the Metropolis is made up of the well planned communities, beach fronts and the industrial area. The residential areas (both well planned and squatter settlements) form about 60% of the total land area with industrial and commercial areas making up the remaining 40% of land cover. The squatter settlements are usually found in areas such as Tema Manhean, parts of Community 1, and the industrial areas. Observations have also shown that, residential areas in the CBD are gradually giving way to commercial activities thereby manifesting the theory of ‘invasion and succession’. With rapid population increase, the built up areas continue to increase and this has compounded the environmental and sanitation problems and challenges that faces the Metropolis.

Some houses have been constructed in waterways, and this together with the proliferation of other unauthorised structures contributes to flooding. This is especially a problem in communities such as Tema Mahean, Lashibi and part of Community 5 and 1. Vegetation cover also continues to be reduced by the creation of new housing estates. Land that was used for agricultural purposes has been lost to housing development. This situation not only has implication for the environment, but also the livelihoods of those who farm agricultural lands.

1.5.1.2.9 Land Management

The Tema Metropolis comprises two (2) distinct planning areas – the Tema “Acquisition Area” which is administered by Tema Development Corporation (TDC) and the “Non-Acquisition Area” which though owned by the various traditional authorities is managed by the Town and Country Planning Department of the Tema Metropolitan Assembly. The Land Use plan of this area was prepared in 1960 based on the concept of self-sufficiency per community and the

Neighbourhood Concept of Town Planning. Before the establishment of TMA (by Act 462), the Tema Development Co-operation-TDC, established by L.I 1468 ensured the appropriate development of the Acquisition Area. Currently this area also falls under the jurisdiction of TMA. This situation has resulted in the overlapping of planning functions which continues to breed a lot of conflict on issues between the two planning authorities. For instance, most residents report that development permits acquired from TDC are normally annulled by TMA and vice-versa.

1.6 Demographic Characteristics

The demographic characteristics of the Tema Metropolis concern the statistical analysis of its human population [especially] with reference to size and density, distribution, and vital statistics. This provides an indispensable source of information for planning in the Metropolis.

1.6.1 .Population Size

According to the 2010 Population and Housing Census and Household Survey, the total population of the Metropolis is 292,773 with males and females forming 48 percent and 52 percent of the population respectively. This has slight variance with the national figure of 49:51 for males and females. The age-sex structure is broad based, indicating a high concentration of people with younger ages.

1.6.2 Age and Sex Composition and Distribution

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 2017 projected population of the Metropolis is pegged at 255,434 persons resulting from the carving away of Tema West Municipality as new district. This population is expected to grow from 262,162 in 2018 to 283,428 by 2021 based on the year 2010 growth rate of 2.6%. This indicates a female- male ratio of 92:100; meaning for every 100 females in the Metropolis, there are approximately 92 males. However, the metropolis also has a conservative floating population of about 30,000 persons that moves in and out of the metropolis. These are mainly due to the port, industrial and other activities such as administrative, housing etc. The distribution of the population of Tema Metropolitan area shows that the age group 25-29 recorded the highest population with 11.4 percent while age groups 90-94 and 95-99 had the least share of the population which represents 0.1 percent each respectively. The total age dependency ratio for Tema Metropolis for both sexes is 50%. The male age dependency ratio is 51.3 percent while that of the female is 48.7 percent. Tema Metropolis has a youthful population with the age cohorts 0-4, 20-24 and 25-29 having the highest share in the distribution. The age-sex structure is broad based, indicating a high concentration of people with younger age.

1.6.3 Household Size Characteristics

The 2010 Population and Housing Census indicate that the Metropolis has an average household size of 4.1 percent. This is a little above the regional average of 3.8 percent and not so different from the national average of 4.4 percent. With regards to the composition of household heads for the Metropolis, the 2010 Population and Housing Census shows that 22.4 percent of household members are Nuclear (Head spouse(s) children) households, with about 24 percent of males being heads and 21 percent of females.

Again, 19.4 percent of households members in the Metropolis are Extended family with both male and female being heads of households recording 19.4 percent respectively. Other household members include Single parent extended family 16.9 percent with male as head recording 14.1 percent and 19.5 percent of females. Head and other composition but no spouse 14.5 percent. Households made up of single parent, extended non- relative recorded the lowest with 3.1 percent.

1.6.4 Labour Force/Economically Active Population

The 2010 Population and Housing Census define the economically active population as that part of the population 15 years and above but less than 65 years. As indicated earlier, about 72 percent of the total population of the Metropolis falls within the economically active group. An analysis of the employment/unemployment situation using the 2010 Population and Housing Census report also reveal that about 90.4 percent of the economically active population are economically engaged, while 9.6 percent are unemployed. It is estimated that majority of the unemployed segment of the population are migrants from other parts of the country that have moved to the Metropolis in search of non-existent jobs with or without skills.

1.6.5 Population Density

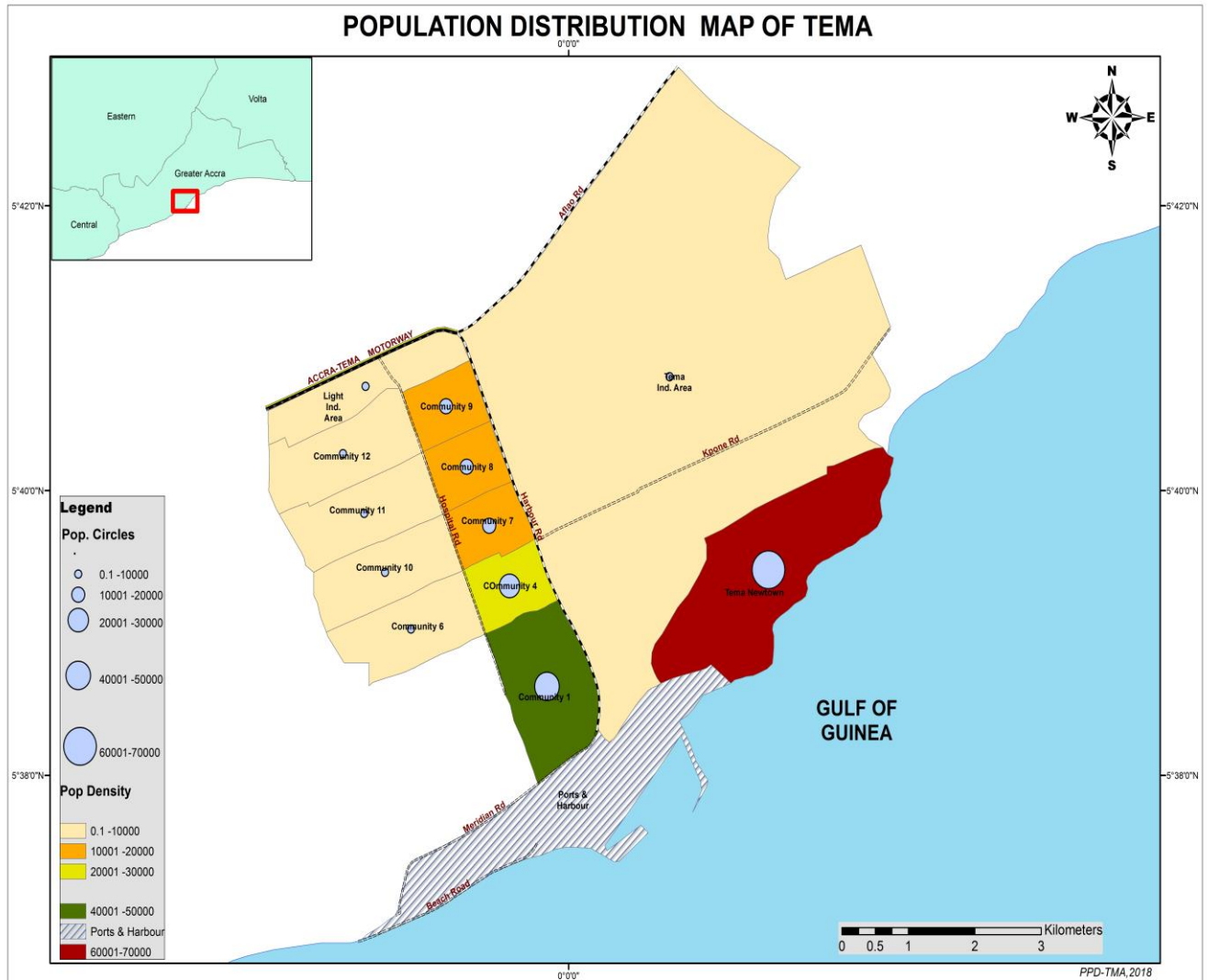
The population density (measured as the number of persons per square kilometer) of the Metropolis is estimated at 29 p/Ha. This is comparatively higher than the figure for Accra Metro which is estimated at 150 p/Ha.

1.6.6 Spatial Distribution of Population

The spatial distribution of population is a dynamic process that takes place through natural growth, migration and urbanization. In the Tema Metropolis, the distribution of population in recent times does not follow any pattern unlike in the former days where population is distributed in the planned residential areas (See Map 1.2). Urbanization and growth of the metropolis coupled with the desires of the people to look for non-existing jobs has led to the rapid rate of unplanned development and slums in most parts of the metropolis. These unacceptable situations are seriously being addressed by the Assembly.

The spatial distribution of population is also a reflection of the poverty dimensions in the metropolis. The highest incidence of poverty within the metropolis is in Tema West (9.7%). Also inequality is highest in Tema East (36.9%) compared to other parts of Tema (Ghana Poverty Mapping Report, 2015).

Map 1.2: Population Distribution Map



Source: Physical Planning Department (TMA), 2018

1.6.7 Rural-Urban Split

The 2010 Ghana Population and Housing Census and other reports have indicated that, Tema is essentially urban since the calving away of Kpone-Katamanso District which is the hub of the peri-urban areas.

1.6.8 Occupation Distribution

The 2010 Population and Housing Census report that the major occupation in the Metropolis is service and sales workers recording 31.5 percent of the population, followed by craft and related trades workers constituting 20.2 percent and those engaged in elementary occupations forms 10.4 percent. This pattern is largely due to the geographical location and the administrative role the Metropolis plays. Tema Metropolis serves as the main gateway to the country for most goods and services. This is particularly so due to the presence of the harbor and industries. Activities that are geared towards improving these sectors will, therefore, go a long way to improve the economy of the Metropolis and help reduce unemployment.

1.6.9 Migration

This talks the in-and-out movement of people in the metropolis. Migration trends in the metropolis shows that, in-migration is high due to the fact that many people come from other parts of the country in search of jobs in the Tema Harbour and other industries/factories. This to some extent has increase the migration figures for the area. Considering the fact that a sizeable proportion of the population is therefore youthful (between 10 – 16 years) because of job unavailability, these youths can be seen parading as shoeshine boys, truck pushers, school drop outs, etc. This trend does not only expose the youth to dangerous practices, but also puts a strain on the limited available socio-economic facilities such as toilets, water, housing and so on. Hence, the phenomenon of street children, which was alien in the Metropolis, is now a major problem facing the Metropolitan authorities as well as other agencies involved in ensuring the well-being of the youth.

1.7 Culture

The culture of the people of Tema is seen in their way of life. These include their inherited ideas, beliefs, values and knowledge. Since culture is dynamic in nature it must be noted that some practices of the people have undergone major changes over the years.

1.7.1 Traditional Set Up

Tema was created out of a cluster of small fishing villages. History has it that “Torman”, as it was originally called was founded by migrating people called the ‘Kpeshie’s’ who were Gas. They brought along seeds of the gourd plant, which they planted at their new-found site. The seeds thrived very well producing lots of gourds and the area was referred to as “Torman”, meaning a town of gourds, which stood at where the defunct Meridian Hotel is located. The traditional people were later relocated to their present location at Tema Manhean in 1961 when the Tema Harbour was constructed.

Currently, there are two major traditional areas in the Tema Metropolitan Area, namely Tema (Newtown) and Nungua. The traditional festivals celebrated by the people are namely Kpledzoo and Homowo. “Kpledzoo” is celebrated between March and April whiles “Homowo”, which literally means Hooting at hunger is celebrated from August to September every year. During these festivals people from all walks of life in the traditional area are brought together for the celebration. The indigenous occupation of the people is fishing and is forbidden for fishermen to go to sea on Tuesdays. This deprives fishmongers and others engaged in fishing activities of their income for the day, and as such some form of revenue is lost to the Assembly.

1.7.2 Ethnic Diversity

The original settlers of Tema are the Ga-Dangme’s. However, because it is a popular destination of migrants, several ethnic groups can be found here. The dominant ethnic groups are the Akan, Ga-Dangme and Ewe. Other fairly well represented groups are the Mole-Dagbani and the Guans. The diverse nature of the inhabitants fosters interethnic tolerance and social solidarity that has promoted peace and harmony in the district. This has also reduced ethnocentrism.

1.7.3 Communal Spirit

The communal spirit of the people in Tema depends on one's location. Settlers in the township find it difficult to respond to calls for community mobilization especially those living in the various communities because of the more formal relationships that exist there. However, for those in the rural communities they respond on the average to calls from their chiefs, elders and Assembly members to participate in communal labour. They also pay up levies for purposes of development in their respective communities.

1.7.4 Religious Groups

The religious composition of the Metropolis is diverse in nature since the inhabitants are of varied backgrounds. The prominent amongst them are Christians, Moslems and Traditional religion. Against this background, the churches and mosques are known to be a good mobilization grounds for information dissemination for development. For instance, occasionally, the Assembly distributes its bye-laws and flyers through the churches.

1.8 Spatial Analysis (Settlement Systems)

1.8.1 Access to Educational Facilities

In all there are a total of 474 educational institutions comprising 164 KGs, 166 Primary, 134 Junior High Schools, one Technical/ Vocational and 9 Senior High Schools in the metropolis (Refer to Table 1.4). As indicated, pre-schools, primary and JHS facilities are evenly distributed within the metropolis making basic education fairly accessible to almost all in the Metropolis. Most of the privately owned basic educational facilities are also concentrated at the southern part of the metropolis, and this is largely due to the high population and the vibrant economic activities of these areas. The distribution of secondary school facilities is also skewed to the south. It is also worth mentioning that quite a number of tertiary educational facilities are springing up in the metropolis; prominent among them are the Methodist University, Presbyterian University College and Data Link University; making tertiary education physically accessible to almost all in the metropolis.

Table 1.4: Distribution of Educational Facilities

S/N	LEVEL	No. of School		
		Public	Private	Total
1.	KG	45	119	164
2.	Primary	56	110	166
3.	JHS	48	86	134
4.	SHS	6	3	9
5.	Voc/Tech	1	0	1
TOTAL		156	318	474

Source: Metro. Education Directorate, 2017

1.8.2 Access to Health Facilities

The Metropolis has a total number of 72 health facilities. These comprise 62 private health facilities and 10 public facilities. These are also evenly distributed making health facility fairly accessible to all within the Metropolis (See Table 1.5 and Map 1.3). Most of the privately owned health facilities are also concentrated at the southern part of the metropolis, and this is largely due to high population and vibrant economic activities of these areas. However, assembly is

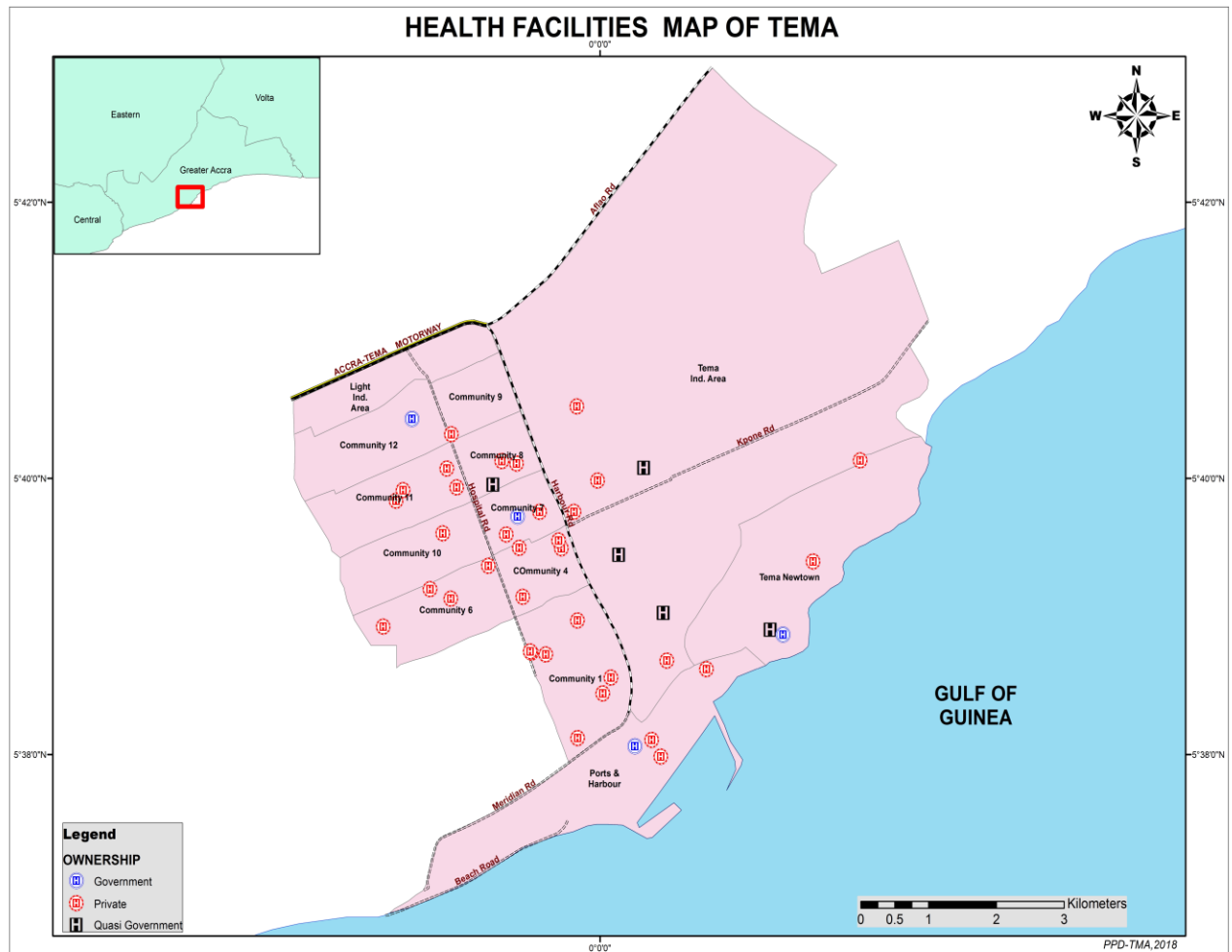
collaborating with key stakeholders to upgrade the Manhean Health Centre/ Naval Base Clinic to a Hospital status.

Table 1.5: Number of Health Facilities in the Metropolis

Type of Facility	Public	Private	Industrial	Total
Hospital	1	16	8	25
Polyclinic	1	-	-	1
Health Centre	2	-	-	2
Clinic	1	27	8	36
CHPS	4	-	-	4
Maternity	1	3	-	4
Totals	10	46	16	72

Source: Metro. Health Directorate, 2017

Map 1.3: Health Facility Map



Source: Physical Planning Department (TMA), 2018

1.8.3 Access to Postal Services

Most of postal services are concentrated in the southern part of the Metropolis. Areas like Tema Township, Sakumono and their immediate surrounding settlements have access to postal services due to good road networks, high population coupled with the vibrant economic activities that take place there. But on the whole, access to postal services is relatively high since the inner city now has good roads to access the facility. Again due to the overcrowding of the city centre, more facilities continued to be cited there to the neglect of the already deprived areas. On the other hand, it can be said that these facilities have positive impact on economic activities in the southern part of the Metropolis.

1.8.4 Access to Agriculture Extension Services

Even though the farming area in the Metropolis have been calved out coupled with the increased in Real Estate Construction Companies, vegetable cultivation is still practiced around the ramsar site. In line with this, the Metropolis has 30 Agricultural Extension Officers for advisory services. Table 1.6 shows specific functions of these officers. For effective and efficient advisory services, the metropolis is divided into four (4) zones. Each zone is further sub-divided into operational areas manned by Agricultural Extension Agents (AEAs). These AEAs serve as front line staff and are in direct contact with the farmers. The table below shows the specific functions of the officers.

The major processing activities are fish smoking by women fish smoking groups based at Tema Mahean Community 2, Stadium area etc. Meat and meat products are also processed by private companies like Malicat and Premier Meats. Other agricultural commodities processed in the metropolis are plantain, soya beans, mangoes and pineapples.

Table 1.6: Specific Functions of Agricultural Extension Officers

S/N	Schedule	Area of Operation	No. at Post
1.	Veterinary duties	Accra-Tema Abattoir Tema GIHOC Abattoir Field Services.	2 2 3
2.	Farm & Home Visits by AEAs	Farming Communities (Adjei-Kojo, Klagon, Tema Manhean and Tema Communities)	4
3.	Market Enumeration	Community One(1)& Community Nine(9) markets	1
4.	Monitoring & Supervision by Desk Officers	Metro-wide	6
Total number of AEAs and Desk Officers			18

Source: Metro. Agric. Directorate, 2017

1.8.5 Access to Banking Services

Expansion of commercial businesses has attracted all classes or types of Bank in the Metropolis. The concentration of banking facilities at the southern part of the Metropolis making accessibility to such services fairly good in that part of the Metropolis. This could be attributed to good road networks, high population and the numerous industries in the area. Also these

services have facilitated the transaction of businesses within the southern part of the Metropolis. However, the same cannot be said about the northern part of the Metropolis. Households in this part of the Metropolis with little or no access to banking services will no doubt have a low propensity to save. Rate of investment by households in these areas is therefore expected to be low. Such situation implies that there are very little self-generated income activities, which can impact negatively on any effort aimed at reducing poverty.

1.8.6 Security Services

Almost all the Communities within Tema Township have access to Police stations except the peri-urban communities. The implications are that the strategic locations of these Polices stations have reduced or curbed general violence / crime. Coordination of the Police intra stations has relatively reduced armed robbery giving sound and safe environment of the Metropolis. Quiet apart from the police, there are also other security agencies such as the Army, Fire Service and the Navy that indirectly to continue to support the police in ensuring total peace to the metropolis.

1.8.7 Marketing Centres

Almost all communities in the Metropolis have Market centres (satellite markets) but the most vibrant is the market centre at Community 1, which serves almost all the residents in the Metropolis. The Metropolis also has a Bulk Breaking Market at Community 9 where big trucks and Lorries off-load to avoid entering the city centre to cause traffic jams and destroying roads as well as streets. The Metropolis has lot of Cold stores and fish markets located near the sea that serve specifically frozen and fresh fish. The markets create places of convenience to buy and sell, which offers opportunities of employment to both skilled and unskilled labour. However, areas that benefit most are the urban centres like Tema Township, Baatsonaa, Manhean where less agricultural activities takes place. Such markets include the Community One Market, Community 9 Bulk Breaking Market, Manhean Fish Market and Texpo Market. These market areas also contribute substantial revenues to the Assembly in the form of market tolls and the like.

1.8.8 Commodity Flow

The Metropolis is a nodal district linking not only the neighbouring districts for primary products, but acts as entry and exist point for goods and services via the harbour. This brings lot of heavy and long vehicles into the Metropolis offering job opportunities for residents. Manufactured goods from the factories and industries of Tema are distributed to the various parts of the country and beyond. Other food items and raw materials from neighboring district/regions are brought in to feed the industries in the Metropolis and also for export.

1.8.9 Distribution of Settlement

There are about 20 settlements in the Tema Metropolis. The distribution of these settlements reflects an uneven pattern. This is because, whiles areas are densely populated (i.e Manhean, Community 1), others are less densely populated (Community 6, 10, 11 etc). More so, there are heavy industries and light industries concentrated in parts of community 1 and 9 attracting the influx of people from the entire country to these areas to transact businesses, carry out administrative functions and also in search of job opportunities. Even though Tema is largely

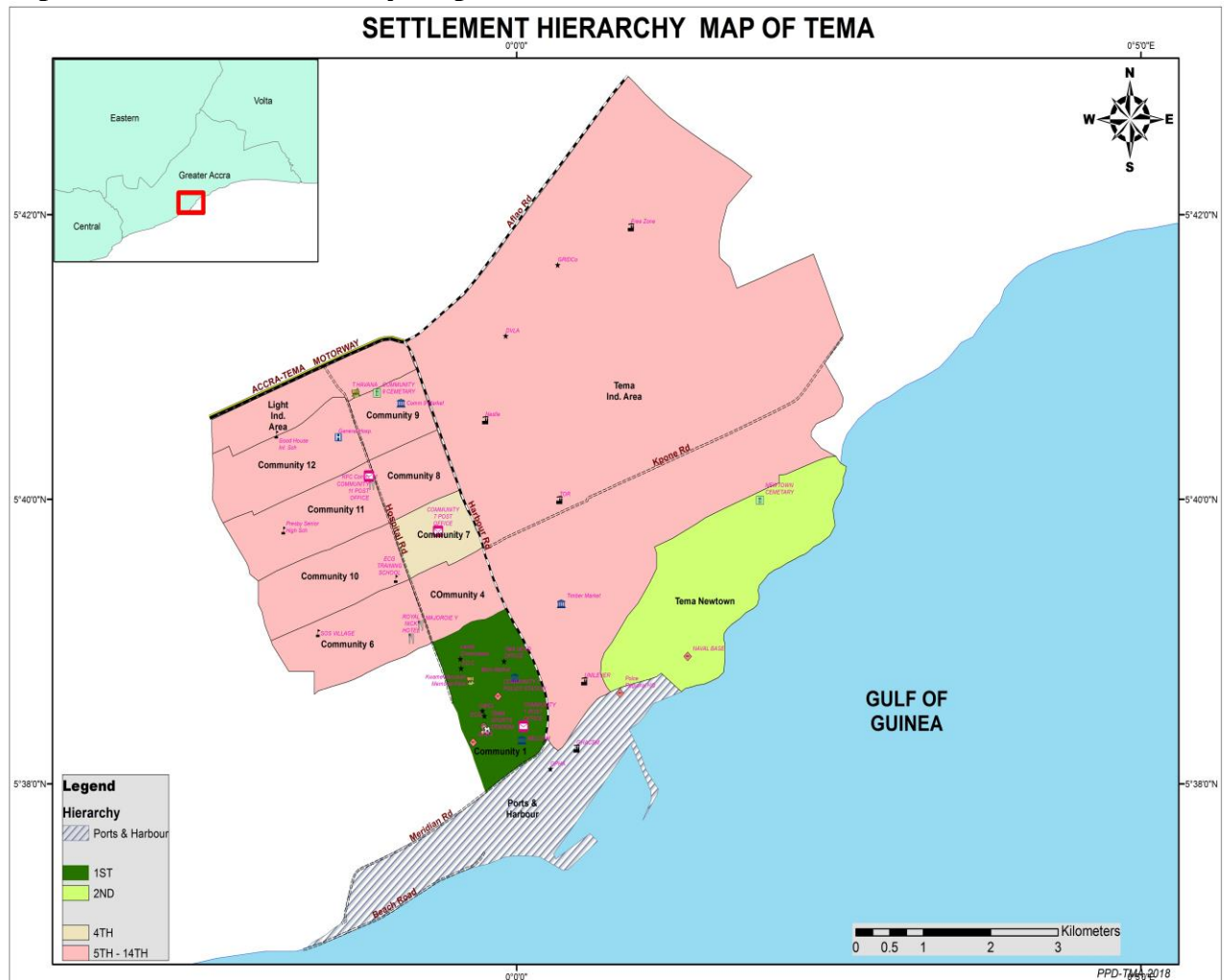
urbanized, some areas which exhibit rural characteristics like Bankuman, Ziguichor lack basic services such as potable water, sanitation facilities, etc.

1.8.10 Settlement Hierarchy

There are four main hierarchy of settlement in Tema Metropolis. These are Community 1 as the 1st Order followed by Tema New Town (Manhean) being the second order settlement with communities 7, 9, 11, Lashibi, etc. in the 3rd order. Communities in the last order (4th Order) include Bankuman, Ziguinchor (See Map 1.4).

The analysis from the the Scalogram reveals that the metropolis is characterized by the predominance of medium to high order settlements (see Table 1.7). This depicts the metropolitan nature of the area as there is virtually no rural area. The distribution of medium to higher order settlements is an indicative of the fact that the more economically active higher order centres can serve as growth centres for the relatively lower order settlements.

Map 1.4: Settlement Hierarchy Map



Source: Physical Planning Department (TMA), 2018

Source: TMA, 2018

Sca

NAME OF LOCALITY	Projected Population 2018	Market	Filling Station	Access to Portable Water	Primary School	JHS	SSS	Hospital	Clinic/Health Post/CHPS Compound	Maternity Clinic	Private Clinic	Post Office	Tele Communication	Vocational/Youth Training Center	Hotels	Banks	Police Station	Pharmacy	Fire Service	Court	Police Headquarters	Agric Extension	Pre-School/Nursery	Electricity	Shopping Mall	Restaurant	Lorry Park	First Class Rd.	2 nd Class Road	Metropolitan Administration	Sub-Metro/Zonal Council	Sports Stadium	Industry	Naval Base	WC	KVIP	Total # of Function		
Weight		4	1	2	2	3	4	3	3	1	1	2	1	5	1	1	1	1	1	2	1	1	1	1	3	1	1	3	2	1	1	2	1	1	5	2			
Settlement																																							
Tema NewTown	78,875	X	X	X	X	X	X		X		X	X	X	X	X	X	X	X					X	X		X					X		X	X	X	X	23		
Tema Community 1	49,954	X	X	X	X	X		X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			X	X		X	X	31	
Tema Community 4	28,099	X		X	X	X	X		X		X	X	X				X	X					X												X			13	
Tema Community 7	20,230	X	X	X	X	X	X		X		X	X	X	X	X		X	X					X	X		X	X								X			20	
Tema Community 8	16,312	X		X	X	X			X		X		X		X		X	X					X	X		X	X								X			16	
Tema Community 9	13,515	X	X	X	X	X		X	X		X		X		X	X	X	X					X	X		X	X							X		X		19	
Bankuman	12,645				X							X					X	X					X	X												X		7	
Tema Community 6	7,477			X	X	X		X	X		X	X		X		X	X						X	X		X	X									X			17
Tema Community 11	7,238		X	X	X	X	X	X	X		X	X	X		X		X	X					X	X		X	X									X			19
Tema Industrial Area	5,727		X										X				X	X					X	X	X			X					X					10	
Ziguinchor	11,487												X										X	X												X		4	
Tema Community 10	4,904			X	X	X			X		X		X		X		X	X					X	X		X									X				14

<i>Tema Community 12</i>	5,790		X	X	X	X		X					X		X		X	X														X		15		
<i>No. of Settlements</i>		9	11	15	17	16	7	10	15	1	15	8	18	3	14	7	18	18	1	1	1	1	19	18	2	16	11	6	9	1	2	1	4	1	16	5
<i>Centrality Index</i>		100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100

1.9 Economy of the Metropolis

1.9.1 Structure of the Local Economy

The local economy of Tema Metropolis is made up of Agriculture, Industry and Commerce/Services. The industrial and the service sectors form the backbone of the local economy as it employs majority of the labour force. The industrial activities are mainly concentrated around community 9 light industrial area and the heavy industrial areas. Also service activities in the metropolis are concentrated in the CBD and other dotted in the township. The service activities are in the form of banking, tourism and hospitality and related activities, energy and communication. A significant number of the people are also engaged in agriculture especially fishing. It is worth noting that the service sector is growing at a faster rate and employs more women than men. This can be attributed to low skills and education required before getting into the sector.

1.9.2 Major Economic Activities

Agriculture

The significance of agriculture to the national and regional economies cannot be over emphasized and this is not different in the case of Tema. Although majority of the people are in the industrial and the service sector, agriculture also employs about 9.0 percent of the population. The agricultural system in the Metropolis is largely on subsistence basis, where farmers cultivate with the use of simple farm tools and for consumption purposes. The agricultural sector includes food crops farming, and fishing but livestock farming is no longer practiced in the area.

Farming activities in the Metropolis are mainly done around the Ramsar site and inner city gardening. Some of the crops cultivated include onion, okro, cassava, maize, tomato and pepper. The total area under cultivation in 2016 is 289.9, decreasing from 360 hectares for 2012 as shown in Table 1.8. This follows from a reduction from 2,295 hectares in 2009 to the current level. This can be attributed to the fact that, the number of people who went into farming in those years varied. From 2009 to date, there was a massive reduction in the total land under cultivation because Kpone-Katamanso was separated from Tema in 2012 coupled with the fact that most of the cultivable land have been turned into land for housing construction.

Table 1.8: Estimated Area Cultivated (HA)

No.	Crop /Year	2012	2013	2014	2015	2016
1.	Maize	112.4	60	50	38	81
2.	Pepper	52.14	12.6	80	80	16.9
3.	Cassava	47.5	2.0	-	-	-
4.	Leafy vegetable	-	-	30	65	-
5.	Okro	13.1	12.7	80	88	56
6.	Tomato	24.3	18.0	87	80	35
7.	Onion	110.7	80.9	102	94	76
8.	Exotic vegetable	-	-	-	88	25
	TOTAL	360	186.2	429	533	289.9

Source: Metro. Agric. Directorate (Tema Metropolitan Assembly), 2016

Table 1.9 shows the trend in crop yield in the Tema Metropolis. As indicated, average crop yield has reduced significantly over the years. This can be attributed to a number of factors but prominent among them is urbanization. Other factors are outlined below:

- Poor rainfall pattern;
- Urbanization taking over most farm lands;
- High interest rates on loans;
- Marketing difficulties especially with perishables during harvest seasons;
- Lack of interest shown by the youth in farming;
- Farmers not practicing mechanized farming;
- Land tenure problems.

Table 1.9: Estimated Yields in Metric Tones 2012-2016

No.	Crop /Year	2012	2013	2014	2015	2016
1.	Maize	129.3	48	0.6	0.7	0.6
2.	Pepper	95.3	18.8	4.3	5.3	1.3
3.	Cassava	39.7	13.6			
4.	Leafy vegetable			0.4	1.4	2.3
5.	Okro	49.8	20.3	1.2	4.8	1.4
6.	Tomato	63.7	14.4	4.0	6.0	8.5
7.	Onion	294.2	416.3	6.0	5.6	6.7
8.	Exotic vegetable				1.6	10.6
	Total	672	531	16.5	25.4	31.4

Source: Metro. Agric. Directorate (Tema Metropolitan Assembly), 2016

Following the reduction in cultivable lands in the metropolis, yield also continues to reduce over the years as indicated in Table 1.9. Thus, from an initial yield of 1,428 metric tones for 2009 which subsequently reduced to 531metric tones for 2013. This trend has implication for food security since the metropolis is not sustainable in terms of food production. However, since Tema is not an island, adjoining districts line Kpone-Katamanso, Ningo-Prampram etc. supply food items to the Tema main market for inhabitants. These traders also purchase fish from the metropolis thereby creating a balance of trade of a kind.

Fishing

The fishing sector in the Tema Metropolis plays a key role in the Metropolitan economy. Cassava fish, herrings and mackerel are some of the fish species captured by fishermen. The sector involves four main key players: namely, fishermen, canoe owners, fish mongers and cold store operators.

These key players in the fishing industry can be identified by their various groupings in terms of cooperatives/associations. Notable among them are the Canoe Owners' Association, the Cold Store Operators Association, the Fishermen Association and the Fish Mongers Associations. The formation of these associations can help them access soft loans from the financial institutions to help expand the industry. These associations face various challenges that threaten their ability to stand as a unified force. Some of these challenges are:

- i. High cost of outboard motors;
- ii. Interferences from pair trolleys;
- iii. Lack of management capacities to run cooperatives;
- iv. High cost of fuel;
- v. High cost of other fishing gear;
- vi. Damaging of nets by ships without compensation; and
- vii. Lack of docking space for the large number of canoes.

Livestock Production

Livestock production in the metropolis focuses mainly on both hybrid and local poultry, guinea fowls and turkeys, small ruminants (sheep, goats and pigs), non-traditional livestock like grass cutter and rabbits. The total above shows the production levels of the various livestock products from year 2014 to 2016. Rearing of grass cutter has also reduced in the metropolis with average holdings reducing from 1,982 to 24 in 2016 (Refer to Table 1.10). It can be noted that the total production levels of the various livestock products in the Metropolis have been decreasing over the years. For poultry production, there are few commercial farms in operation with holdings above 53,000 birds. Apart from the decrease in guinea fowl production, the incidence of Avian Influenza Virus made farmers to reduce their stock by more than 50%. Other factors responsible for the decrease in total production include difficulty in accessing loans to purchase improved breeds, high cost of inputs, urbanization, seasonal outbreaks of bush fires destroying grazing fields and large scale importation of frozen meat and poultry products.

Table 1.10: Livestock Production Levels 2012-2016

No.	Type/Year	2012	2013	2014	2015	2016
1.	Cattle	5,434	3,037	2,878	3,165	2,690
2.	Sheep	3,912	1,452	590	649	617
3.	Goats	1,843	900	761	723	687
4.	Poultry	12,2401	30,908	99,872	96,744	53,844
5.	Pigs	1,946	365	590	531	478
6.	Ducks	755	102	383	445	310
7.	Guinea fowls	924	265	309	278	250
8.	Rabbits	665	320	215	194	174
9.	Grass cutter	1,982	1,235	202	222	24
	Total	139,915	38,589	105,800	102,851	59,294

Source: Metro Agric. Directorate, 2017

The Metropolis has two functional abattoirs that is Tema/Accra Abattoir located in Community 20 and GIHOC abattoir located at the Tema Light Industrial area. Animals are slaughtered under hygienic conditions and supervised by meat inspectors from the Department of Agriculture. On the average about 9,751 cattle, 176 sheep and 766 goats are slaughtered per quarter. Slaughtering of pigs is not carried out at the abattoirs because of the religious beliefs of butchers that operate at the 2 facilities. There is therefore the need for the setting up of slaughter slabs outside these

facilities to take care of pig slaughter to prevent individuals to operate without inspection from the Environmental Health Department of the Assembly.

Crop Production Levels from 2014-2016

Data on crop production levels was also analysed for 2014-2016 crop years. The major crops considered include: maize, pepper, leafy vegetables, okro, tomatoes and onions (Refer to Table 1.11).

Table 1.11: Crop Production Levels from 2014-2016

Yr	Crop	No. of Holders	Estimated Area Cultivated(ha)	Estimated Yield (mt)	Estimated Production (mt)	Average Farm Size (ha)
2014	Maize	400	50	0.6	30	0.1
	Pepper	135	80	4.3	344.0	0.6
	Leafy vegetables	100	30	0.4	12.0	0.3
	Okro	252	80	1.2	96.0	0.3
	Tomatoes	298	87	4.0	348.0	0.3
	Onion	335	102	6.0	612.0	0.3
	2015	Maize	350	38	0.7	27.6
Pepper		100	80	5.3	424	0.8
Leafy vegetable		31	65	1.4	91.0	2.1
Okro		240	88	4.8	422.0	0.4
Tomatoes		200	80	6.0	480	0.4
Onion		236	94	5.6	526.4	0.4
Exotic Vegetable		110	88	1.6	140	0.8
2016	Maize	155	81	0.6	48.6	0.5
	Pepper	147	16.9	1.3	22.0	0.1
	Leafy vegetable	37		2.3	30	0.1
	Okro	162	56	1.4	78.4	0.3
	Tomatoes	185	35	8.5	297	0.2
	Onion	356	76.0	6.7	509.2	0.1
	Exotic Vegetable	125	25	10.6	265.0	0.1

Source: Metro Agric. Directorate, 2017

Marketing of Agricultural Commodities:

The Metropolis has two major all year round markets located at Community One (1) and Community Nine (9). These markets serve as bulk breaking points for agricultural commodities from the hinterlands. Market enumeration is carried out in the two markets to gather information on retail and wholesale prices to update traders and consumers on current price trends.

1.9.3 Manufacturing Industries

There are over five hundred (500) industries in the Metropolis and thus the Metropolis serves as the industrial hub of the country. Among the major manufacturing industries in the Tema Metropolis are those that produce chemicals, clothing, consumer electronics, electrical equipment, furniture, machinery, refined petroleum products, steel, and tools (Refer to Table

1.12). The country's biggest Port and Harbour facilities are situated in Tema, and they contribute substantially to the revenue of the State as well as the metropolis. There are also numerous factories located in the metropolis but only 245 have registered and pay their business operation permit fee to the Assembly. The payment of the Business Operating Fee contributes to the generation of internal revenue to the Assembly. These are categorized into 8 major areas – Chemical, Textiles, Food Processing, Engineering, Paints, Fish Cold Stores, Printing and Woodwork industries. There is also an area which has been zoned for use by persons engaged in mechanical repairs, at Community 9 Light Industrial Area. However, pockets of such mechanics can still be found scattered in the Metropolis.

Table 1.12: List of Selected Companies in Tema

Production System	Existing	Type of Waste generated	Footprints
Metal Processing	Aluworks, VALCO, Tema Steel, Sentuo Steel Ferro Fabrik, Special Steel, Crocodile Matchets etc.	Metal dust, Slag, metal offcuts	N ₂ O, CO ₂ etc
Fish Processing	Pioneer Food Cannery, Cosmo Seafoods, Myroc Fish Processing, African fish Gh Ltd, Ghana-China Foods, etc.	Waste water, fish waste, etc.	Green House Gas (GHG) Emissions,
Agro Chemical Production	Wienco Ltd, Chemico, Tema Chemicals	Contaminated product, chemical containers etc.	GHG Emissions
Paper Processing	Delta Paper Mill, Polykraft, Sonapack, Tema Paper Industry Soul Gh Ltd, Memon Ltd, Fine Print, Fon Ventures, etc.	Paper offcuts, Empty ink containers, substandard product	GHG Emissions
Agro/food Processing (animal and crop)	Tema Abatoir, Nestle Ghana, Irani Brothers, Food Processors, Cocoa Processing, Cargil Ghana, Barry Callebaut TT Interl., Bobo Food Processing, Ghana China Foods, Silver plater Gh Ltd, Wilmar, Essar Agro West Africa, Koko king, etc.	Organic waste - Animal waste, rejected raw material crop residues, cocoa shells, palm fibre, food wastes	GHG Emissions
Textile Production	TexStyles	Chemical waste, waste water, chemical containers etc.	GHG Emissions
Pharmaceutical Processing	Ernest Chemist, Kama Industries, Sanbao,	Papers, plastics, waste water, colour, etc.	GHG Emissions
Crude Oil Refinery, Lubricants and Distribution	TOR, Platon Gas, BOST, Tema Lube Oil	Waste water, waste oil, sludge, air emissions etc.	GHG Emissions
Beverage Processing	Coca Cola, Multipack, Kasapreko, Distel Ghana	Plastics, bottles, paper, wastewater, etc.	GHG Emissions
Cement Production	GHACEM	dust, paper, food waste	Particulates
Construction and Real Estate	TDC, SSNIT, Manet, etc.	Wood, concrete waste, waste water, etc.	GHG Emissions, dust
Road Transport Services	Global Haulage, Rail transport, commercial Transport	Automobile Oil Waste, paper, rubber, etc.	GHG Emission

Source: TMA, 2017

1.9.4 Commerce/ Services

By virtue of its location, the Tema Port serves as an entry point for the flow of a wide range of goods to- and -from other parts of the country as well as neighboring countries like Togo, Benin, and Nigeria and beyond. Thus, the development of an appropriate bulk breaking market within the Metropolis can therefore be seen as an important step towards enhancing economic and social growth in Tema. The service sector in the metropolis covers a wide range of tertiary activities. These include hairdressing, driving, selling and petty trading; tailoring and dressmaking. Most of these activities are carried out usually on a small scale.

1.9.5 Transportation and Roads Network

The total length of roads within the Metropolitan area is 1,237 km (including Kpone-Katamanso which has been carved out since 2012) made up of 38 km asphaltic concrete, 301km surface dressed and 898km gravel and earth roads (See Map 1.5). A significant number of these roads have no drains, bicycle or pedestrian facilities and those that exist are generally in deplorable conditions. This situation causes a lot of difficulties for travelers when commuting from one place to the other and impact negatively on travel time, rate of accidents and productivity within the Metropolis. That notwithstanding, the Government of Ghana has initiated the process of asphaltting major roads in the metropolis. So far, more than half of the roads in the metropolis has been asphalted under these programme.

The main mode of transporting goods and services in the Metropolis is mainly by road. Currently the rail system in the Metropolis is functioning and it is hoped that this would help eventually relief the pressure on road transport especially if expanded from the Metropolis to other major cities. This has become imperative since goods like cocoa that serves as raw materials for some of the food production companies are transported not by rail but by road from the hinterlands. This situation sometimes results in congestion on the major roads in the Metropolis.

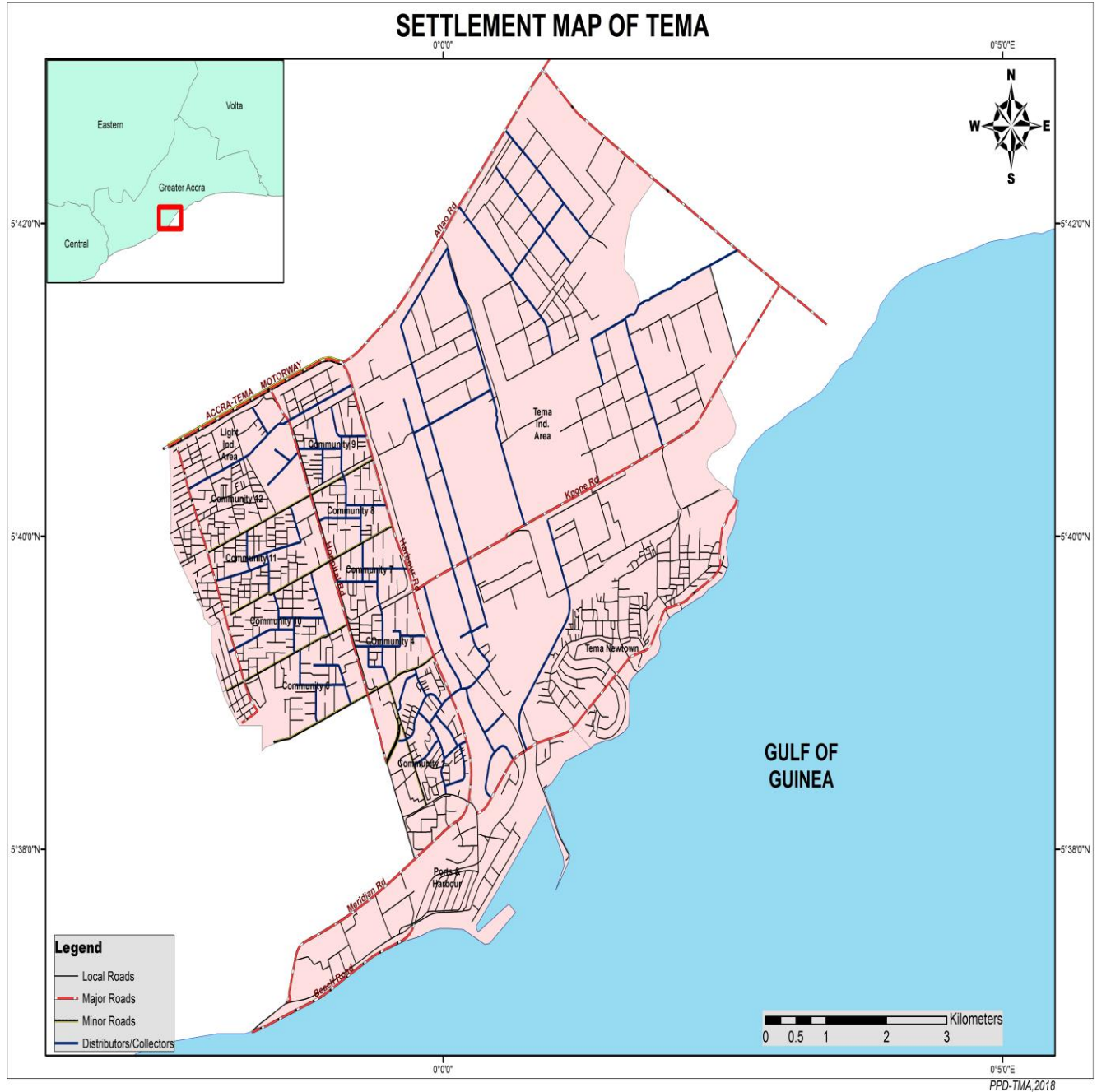
Due to the location of the harbour, a lot of shipping companies operates in the Metropolis that facilitates the export and imports of goods from other countries. There are private and commercial transport systems operating in the Metropolis including, a web of taxi services which are available on a 24-hour basis. Heavy-duty trucks and Lorries come from all over the country carting goods to and from the harbour and the industries in Tema.

Basically there are four types of commercial transport systems available in the Metropolis; these are Bus, Commercial vehicles (Trotro), shared taxi, and hired services. All transport activities both within and intercity, originates and terminates at the various vehicle terminals and station at Community One which is also the Central Business District (CBD) of the Metropolis. Addressing transportation related problems in the CBD can therefore go a long way to improve activities in the transportation sector.

Currently, the Metro Mass Transit Services is in operation. Its services have impacted positively in the Metropolis since they started operation late 2004. These buses commute from Tema to

areas like Accra, Circle, Ashaiman, Teshie-Nungua and other areas. These transport Services is the cheapest means hence greatly patronized by most people in the Metropolis. Also, the present state of the operation of the buses have been improved in year 2016 by the use of automated cards that makes it easier for passengers to use.

Map 1.5: Street Map



Source: Physical Planning Department (TMA), 2018

1.9.6 Employment and Unemployment Situation

One of the key characteristics to show whether an area is developing economically is the employment status of its inhabitants. It is widely held that, the more people are employed, the better the economy of the area. The pattern of employment in the Tema Metropolis is quite different from the general pattern of employment in the country. Thus, about 72 percent of the total population of the Metropolis falls within the economically active group. Again, the 2010 Population and Housing Census report also reveal that about 90.4 percent of the economically active population is economically engaged, while 9.6 percent are unemployed.

Approximately 50% of the economically active population aged 15-64 years is employed in the service sector. Within the service sector, there is a concentration of employment in wholesale and retail trade which employs more women (40%) than men (18%). In the same year, approximately 31.5% of the economically active population aged 15 years and above was employed in the services and sales sector (Human Development Report for 2004 and Ghana Statistical Service, 2010 Population and Housing Census) and this situation has not changed since then. Employment in Agriculture and its related activities in the Metropolis are not as widespread as in other parts of the country because of the concentration of industries in the Metropolis. In recent years, agricultural activities are under threat in those communities that may be described as peri-urban.

The major concern is the loss of agricultural land to real estate and industrial developers. In 2010, approximately 38.2% of the economically active populations were employed as either sales workers or service workers. Forty percent (40%) of the women were sales workers. Women are under-represented amongst professional, technical, administrative and managerial workers. During the 2000 census just over 37,000 people in the Metropolis identified themselves as unemployed. This translates into an unemployment rate of 14.7% among the economically active population aged 15 to 64 years compared to 9.6% for 2010. The unemployment rate of women was slightly higher than that of men, i.e. 14.7% for women and 14.3% for men. Thirty Six percent (36%) of the women were sales workers. Women are under-represented amongst professional, technical workers, administrative and managerial workers (1.6%). Amongst clerical support workers the men (4.2%) employed in this occupation is almost at par with the women according to the 2010 GSS PHC. In 2000, 10% of women were employed as this category of workers compared to 16% of men. Amongst clerical workers there is a similar disparity with 15.5% of men employed in this occupation compared to 6.3% of women.

1.9.7 Labour Force and Dependency Ratio

The distribution of the population of Tema Metropolitan area shows that the age group 25-29 recorded the highest population with 11.4 percent while age groups 90-94 and 95-99 had the least population. In the Tema Metropolis, the total age dependency ratio for both sexes is 50%. The male age dependency ratio is 51.3 percent while that of the female is 48.7 percent. The Metropolis has a youthful population comprising the age cohorts 0-4, 20-24 and 25-29 having the highest male and female population.

The economic dependency ratio for the metropolis also stands at 3:1; meaning that, three people in the working group are supposed to cater for the needs of one additional person in the dependent population. Comparing to the Regional figure of 53.4% shows that the Tema Zone is

doing quite well in terms of reducing the burden on the working class. This might not however reflect the actual situation on the ground since there are people within the active age group who are unemployed. For instance the 2010 census report reveals that about 7.8 % of people within the economic active group living in the Greater Accra Region are unemployed. Implying that, there is the need to focus attention on the provision of socio-economic facilities including the building of basic schools to cater for the needs of the young ones. This also has implication on the provision of jobs on sustainable basis for the youth to reduce the youth unemployment in Tema and Ghana at large.

The foregoing emphasizes the need for more pragmatic measures to be put in place to create more jobs and increase the income of those in the working class so they would be able to cater for those depending on them. In the absence of these measures, there is the tendency that more and more people will resort to illegal means to make ends meet.

1.10 Institutions and Resources

1.10.1 Tourism

Tourism and hospitality sectors play an important role in the economy of the Metropolis. The Tema Metropolis has a number of tourist attraction sites like: The Meridian Stone, The Greenwich Meridian, the Tema Harbour, Tema Manhean and Sakumono beach. In addition to that, the metropolis also boost of major hotels and restaurants that serves both local and continental dishes to tourist. Tourism in the Metropolis has the potential of diversifying the district economy if the sector is given the needed attention, as well as generating employment and revenue for the district. Currently, the assembly is collaborating with the Ghana Tourist Authority to give meaning to Tema for being the centre of the world.

1.10.2 Financial Institutions

A number of financial institutions operate and offer financial services to the industries as well as commercial ventures in the Metropolis. The category of customers of the financial institutions ranges from salary workers, farmers, industrialists, transport owners, traders, artisans, and corporate institutions. Some of the financial services provided by these institutions are Current Account, Savings, Deposits, Domestic and foreign money Transfers, granting loans, telegraphic transfers. The location of these financial institutions shows high accessibility to most of the communities and its surrounding areas.

1.10.3 Economic Resources

Tema Harbour

The Tema Harbour was officially opened to traffic in February 1962 and is the hallmark of economic activities in the Metropolis (see Plate 1). Located on the Greenwich Meridian and 28.5 km east of Accra, it provides the appropriate facilities to handle efficiently the expected growth in trade and industry in the country.

It has the main Harbour, the Fishing Harbour, Shipyard and Dry-dock which is capable of docking both large and medium size fishing vessels. It is 277.4 metre long and 45.5 metres wide. It is capable of taking large vessels of 61,000 Dead Weight Tonnes (DWT). It also has 2 quays and 14 berths. Out of the 14 berths, there is an Oil berth which is 224 metres long and a berth for Volta Aluminum Company for the discharge of Alumina and the export of Aluminum ingots. The present state of Tema Harbour is undergoing massive port expansion project. Apart from

reclaiming portions of land from the sea, the harbour is being expanded to become one of the biggest in Africa. The port expansion programme is also accompanied by road expansion (dualization of the Tema Motorway) to improve the free flow of goods and services as well reduce the current heavy traffic situation.

There is also a canoe beach where smaller boats and canoes dock. It is equipped with a fish market to make it easy for sales to be conducted. Attached to it is a net mending area. Recently, an outreach Clinic for MCH/FP services has been located there. Plate 1 shows the Tema Port and Harbour.

Plate 1: the Tema Harbour



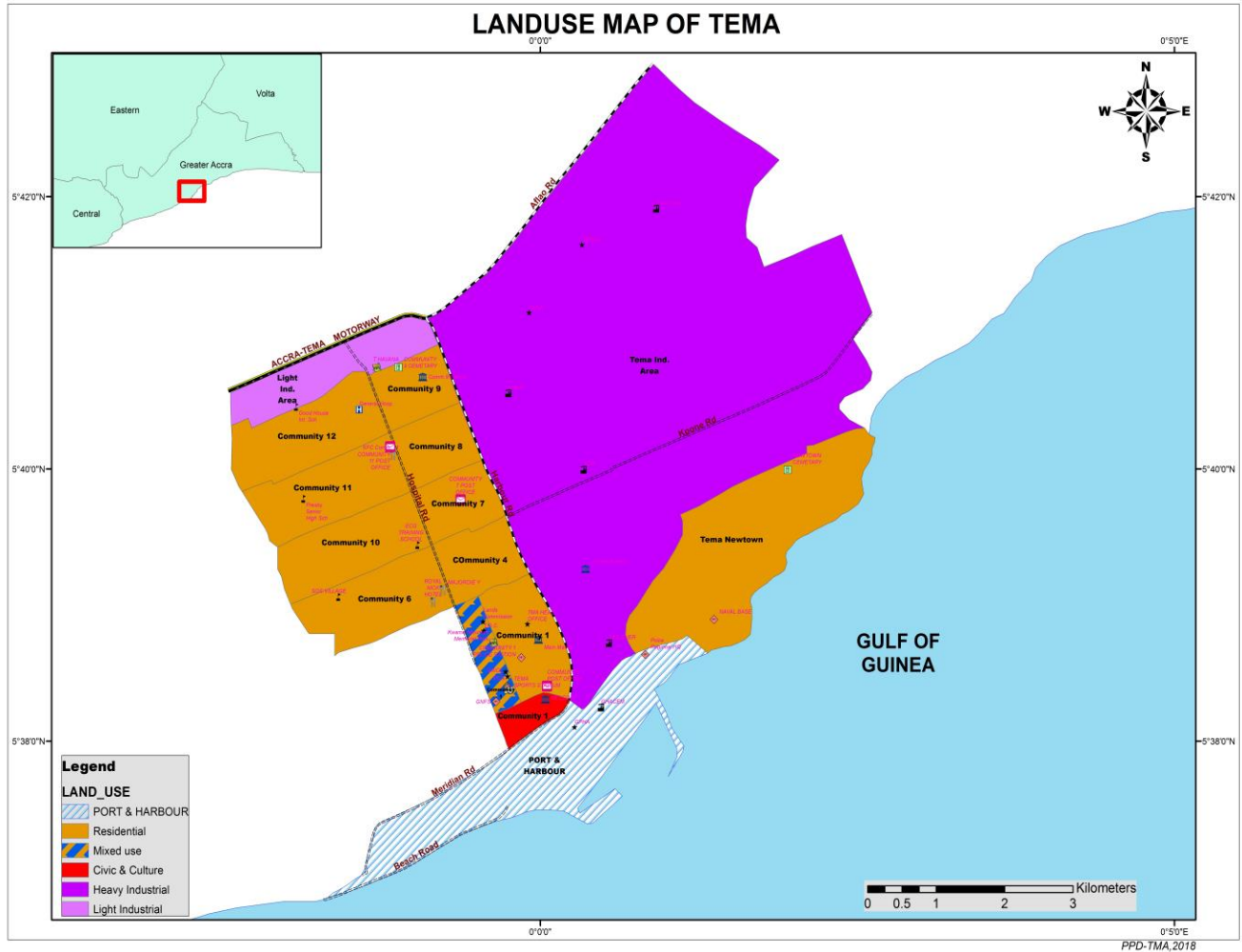
Free Zone Enclave

The Government of Ghana acquired a large tract of land designated as a “Free Zones Area” near the port for the production of goods, 70% of which are for export and 30% for local consumption (See Map 1.6). The imports of a free zone developer, sub-contractor or enterprise into a free zone single-factory zone are exempted from direct and indirect taxes and duties. These factories and its shareholders are exempted from the payment of income tax on profits for the first ten years from the date of commencement of operation.

The free zone enterprises create employment directly in terms of the number of people employed in the factories. Indirectly, these enterprises create employment for artisans in the

construction/building industry, packaging, as well as utility providers. They also provide employment to the rural folk who supply the companies with raw materials. In this respect, the success of the programme will enhance the poverty reduction in efforts in the Metropolis and the country in the long run.

Map 1.6: Landuse Map of Tema



Source: Physical Planning Department (TMA), 2018

1.11 Economic Infrastructure

Markets Infrastructure

Almost all the communities within the Tema Metropolis have market facilities, and this is due to the fact that the city was planned using the Neighbourhood Concept of Town Planning. However, the present situation of the market needs urgent attention. Apart from population growth and the growing number of commercial activities in the metropolis, the physical structure of the market also needs urgent redesigning and reconstruction. The situation continues to manifest itself in the proliferation of unauthorized commercial shops and stores in the form of wooden structures and shipping containers within the city.

To address these situations, the Assembly has packaged and registered all the markets for design and construction under the Public-Private Partnership concept. It is expected that the vibrant private sector actors in the metropolis will take advantage of this opportunity to do business for accelerated service delivery. Refer to Table 1.13 for list of markets in the metropolis.

Table 1.13: List of markets in Tema

No.	Name of market centre	Location	Functionality
1.	Community 1 market	C1	Functional
2.	Community 9 market	C9	Functional
3.	Community 11 market	C11	Not functional
4.	Community 4 market	C4	Functional
5.	Community 8 and 7market	C8 and C7	Functional

Source: Tema Metro. Assembly, 2017

Electricity

The main source of electricity to the Tema Metropolis is from Akosombo Hydro-electric Dam. Almost every part of the metropolis is served with electricity and this situation has contributed immensely to the success of operations of businesses and industrial activities in the area. Occasionally however, the power fluctuations that have hit the country have greatly affected economic activities in the metropolis. For instance, in 2015 most economic activities could not operate to their full capacity and the effect was realised in the reduction of the Internally Generated Funds (IGF) of the Tema Metropolitan Assembly. The country had to rely on Power Barge (Plates 2 and 3) to add to the power generation capacity.

Plate 2: Power Barge



Source: www. Karpowership.com

Plate 3: Power Barge



Source: [www. Karpowership.com](http://www.Karpowership.com)

Street Lights Programme

The Assembly undertook a phased out street lighting programme under which all major and ceremonial streets within the Tema Township were provided with lights. Phases I, II and III are covering the Central Business District, (Community One) dual carriage way in front of Tema Secondary School, Lumumba road through the road in front of SSNIT flats, Community 3, the main road to the junction of Lumumba and African Unity Roads, Tema General Hospital Road and Ashaiman underpass. The project has helped improved visibility at night, hence reducing criminal activities in beneficiary areas.

1.12 Revenue and Expenditure Status

The revenue and expenditure pattern of the Assembly to a larger extent give meaning to the implementation of various programmes and projects in the plan. Table 1.15 and shows the revenue and expenditure pattern (From Table 1.14 to 1.14b) of the Assembly from 2014-2017.

Table 1.14: Revenue Pattern of Tema Metropolitan Assembly for the period 2014 –2017

Annual Estimate					Annual Actual			
Internal Generated Fund	2014	%	2015	%	2016	%	2017 actual	%
Rates	2,725,102.62	10.80	6,853,902.82	19.98	8,464,364.45	19.00	11,616,394.14	
Lands and royalties	1,301,080.10	5.16	2,016,739.79	5.88	2,250,709.00	5.05	2914889.13	
Rents of land/building	4,385.00	0.02	109,228.10	0.32	28,732.89	0.06	30781.51	
Licences	4,126,925.05	16.36	5,844,195.99	17.04	6,318,978.40	14.19	5497018.83	
Fees	4,908,991.75	19.46	4,646,540.62	13.55	6,093,145.38	13.68	5751498.69	
Fines,penal.&forfeits	342,042.85	1.36	136,178.10	0.40	106,227.89	0.24	40973.30	
Miscellaneous	339,809.43	1.35	145,639.06	0.42	625,277.87	1.40	278311.74	
Sub-total –IGF	13,748,336.80	54.49	19,752,424.48	57.58	23,887,435.88	53.63	26,129,867.34	
Grants	2014		2015		2016		2017 projection	
Grants-recurrent	7,759,700.80	30.76	8,212,464.39	23.94	12,844,860.28	28.84	8,034,824.00	
Grants-capital	3,722,087.54	14.75	6,339,062.10	18.48	7,810,020.24	17.53	24,599,243.00	
Sub-total grants	11,481,788.34	45.51	14,551,526.49	42.42	20,654,880.52	46.37	32,634,067.00	
Grand total	25,230,125.14		34,303,950.97		44,542,316.40			

Source: Tema Metropolitan Assembly, Dec, 2018.

Table 1.14a: Total Releases from Government of Ghana

PERSONNEL EMOLUMENTS (wages and salaries)							
Year	Requested As Planned (A)	Approved As per ceiling (B)	Released (C)	Deviations		Actual Expenditure (D)	Variance (C-D)
				A-B	B-C		
2014	10,593,800.00	10,593,800.00	10,391,643.59	-	202,156.41	9,991,964.99	399,678.60
2015	10,249,207.00	10,249,207.00	11,574,009.74	-	(1,324,802.74)	11,182,618.11	391,391.63
2016	10,354,132.00	10,354,132.00	9,470,860.48	-	883,271.52	9,294,269.36	176,591.12
2017	12,386,440.98	11,759,440.98	11,000,915.14	627,000.00	758,525.84	10,785,210.92	215,704.22
CAPITAL EXPENDITURE/ ASSETS							
Year			-				
2014	8,918,433.66	8,918,433.66	2,785,682.53	-	6,132,751.13	2,653,030.98	132,651.55
2015	19,828,537.53	19,828,537.53	8,426,461.80	-	11,402,075.73	8,102,367.12	324,094.68
2016	23,037,018.22	23,037,018.22	16,318,441.22	-	6,718,577.00	15,858,543.46	459,897.76
2017	27,869,208.00	34,030,523.50	8,266,027.81	(6,161,315.50)	25,764,495.69	8,009,716.87	256,310.94
GOODS AND SERVICES							
Year			-				
2014	10,031,290.00	10,031,290.00	9,562,260.12	-	469,029.88	9,106,914.40	455,345.72
2015	14,289,076.37	14,289,076.37	17,164,796.67	-	(2,875,720.30)	13,306,043.93	3,858,752.74
2016	16,791,785.00	16,791,785.00	16,670,071.95	-	121,713.05	16,028,915.34	641,156.61
2017	23,158,541.37	15,487,782.74	22,877,513.81	7,670,758.63	(7,389,731.07)	21,684,847.21	1,192,666.60

Source: Tema Metropolitan Assembly, Dec, 2018.

Table 1.14b: All Sources of Financial Resources for the MDAs

Sources	2014			2015			2016			2017		
	Planned	Actual received	Variance	Planned	Actual received	Variance	Planned	Actual received	Variance	Planned	Actual received	Variance
GoG	20,481,700.34	11,481,788.34	8,999,912.00	19,551,500.49	14,551,526.49	4,999,974.00	22,654,000.52	20,654,880.52	1,999,120.00	42,634,000.00	32,634,067.00	9,999,933.00
IGF	17,170,000.00	13,748,336.80	3,421,664.00	21,000,000.00	19,752,424.48	1,247,576.00	27,093,533.04	23,887,435.88	3,206,098.00	32,857,805.68	26,129,867.34	6,727,938.34
DACF	57,326.00	229,231.35	-171,905.35	84,679.00	16,951.10	67,727.90	500,000.00	412,158.32	87,841.68	823,988.70	585,916.43	238,072.27
DDF	4,229,952.35	580,691.41	3,649,260.94	910,000.00	403,556.00	506,444.00	1,496,631.00	629,405.00	867,226.00	1,677,593.00	1,277,493.00	400,100.00
UDG	1,769,328.00	22,520,670.40	-20,751,342.40	4,789,370.00	3,367,364.06	1,422,005.94	5,249,687.00	4,966,833.14	282,853.86	2,619,017.00	911,326.00	1,707,691.00
Development Partners	2,800,000.00	1,834,790.00	965,210.00	3,730,000.00	2,731,608.00	998,392.00	4,000,000.00	3,200,036.00	799,964.00	3,805,673.60	2,145,541.00	1,660,132.60
GETFund	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	29338306.69	50,395,508.30	-21,057,201.61	50,065,549.49	20,667,449.65	29,398,099.84	33,900,318.52	53,750,748.86	-19,850,430.34	84,418,077.98	63,684,210.77	20,733,867.21

Source: Tema Metropolitan Assembly, Dec, 2018.

As indicated in Table 1.15, the Assembly’s major revenue sources are rates, lands, fees and fines, investments, licenses and rents. Total receipt (IGF) between the years 2014 to 2016 depicts increasing trends. For instance, within the financial year 2014, a total amount of GH¢ 13,748,336.80 was received for 2014 and GH¢19,752,424.48 was achieved for 2015 with an amount of GH¢23,887,435.88 received in 2016. A detailed analysis of the revenues sources shows fluctuating returns from rates. Furthermore, grants also increased steadily from GH¢11,481,788.34 for 2014 to GH¢14,551,526.49 in 2015 and finally to GH¢20,654,880.52 in 2016. It is further projected that grants will increase by 46% from the base year 2016 to GH¢32,634,067.00 in 2017. However, with the Assembly’s plan to revalue all properties within the Metropolis and devise new strategies for mobilizing revenue, it is hopeful that, the fluctuating trends would change (See Figure 1.7). Therefore, the total amount realised for both IGF and GoG for 2014 was GH¢25,230,125.14 and GH¢34,303,950.97 for 2015 and finally GH¢44,542,316.40 was realized for 2016.

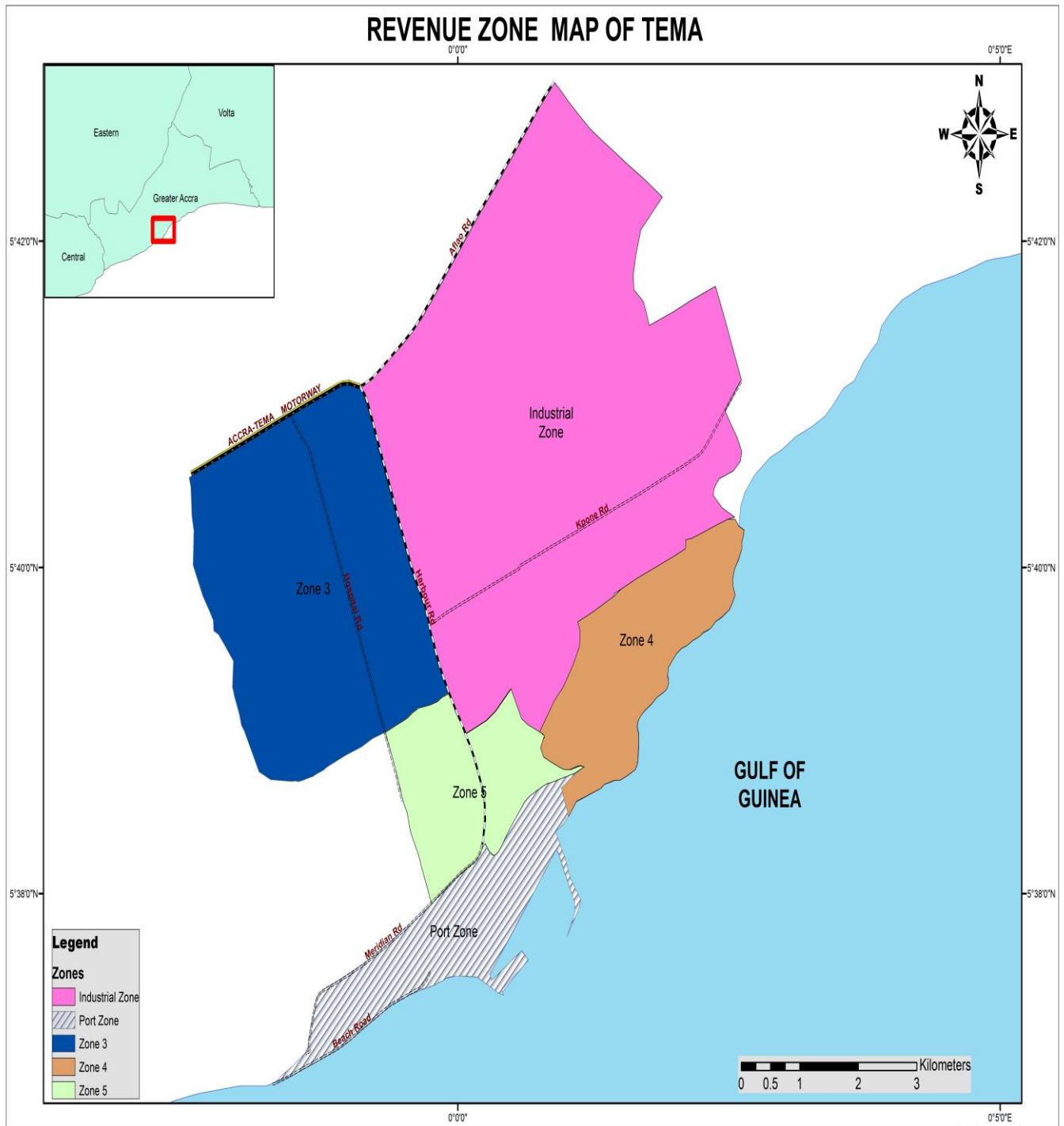
Table 1.15: Projected IGF and DACF Growth for 2017-2021

Year (2016** Base yr)	Projected IGF (2016 base year 19,752,424.48)	Growth	Growth Rate (%)
2017	24,690,530.60	4,938,106.12	25
2018		6,172,632.65	25
2019		7,715,790.81	25
2020		9,644,738.52	25
2021		12,055,923.14	25
Year (2016** Base year)	Projected DACF (Base 20,654,880.52)	Growth	Growth Rates (%)
2017	24,785,856.62	4,130,976.10	20
2018		4,957,171.32	20
2019		5,948,605.59	20
2020		7,138,326.71	20
2021		8,565,992.05	20

Source: Tema Metropolitan Assembly, 2017

As shown in Table 1.15, the assembly’s IGF is expected to grow by 25% from the 2016 Base Year. For instance the 2016 base year revenue is expected to increase to GH¢24,690,530.60 for 2017, GH¢ 30,863,163.25 for 2018 and finally to GH¢60,279,615.72 in 2021. Similarly, DACF is also projected to increase by 20% for the same period. For instance, the base year figure is expected to increase to GH¢24,785,856.62 in 2017, GH¢35,691,633.54 for 2019 and finally to GH¢ 51,395,952.30 in 2021 (See Revenue Map 1.7). Thus, IGF is expected to play a leading role in revenue generation for the plan period. It is also good to note that, the analysis was done in consideration of the fact that, the Assembly has not yet resolved the boundary conflict with sister Assemblies like Kpone-Katamanso District. Implying that, the Assembly’s IGF can grow further if the dispute is resolved.

Map 1.7: Revenue Map



Source: Physical Planning Department (TMA), 2018

Table 1.16: All Sources of Financial Resources for the MDAs

Sources	2014			2015			2016			2017		
	Planned	Actual received	Variance	Planned	Actual received	Variance	Planned	Actual received	Variance	Planned	Actual received	Variance
GoG	20,481,700.34	11,481,788.34	8,999,912.00	19,551,500.49	14,551,526.49	4,999,974.00	22,654,000.52	20,654,880.52	1,999,120.00	42,634,000.00	32,634,067.00	9,999,933.00
IGF	17,170,000.00	13,748,336.80	3,421,664.00	21,000,000.00	19,752,424.48	1,247,575.52	27,093,533.04	23,887,435.88	3,206,097.16	32,857,805.68	26,129,867.34	6,727,938.34
DACF	57,326.00	229,231.35	-171,905.35	84,679.00	16,951.10	67,727.90	500,000.00	412,158.32	87,841.68	823,988.70	585,916.43	238,072.27
DDF	4,229,952.35	580,691.41	3,649,260.94	910,000.00	403,556.00	506,444.00	1,496,631.00	629,405.00	867,226.00	1,677,593.00	1,277,493.00	400,100.00
UDG	1,769,328.00	22,520,670.40	-20,751,342.40	4,789,370.00	3,367,364.06	1,422,005.94	5,249,687.00	4,966,833.14	282,853.86	2,619,017.00	911,326.00	1,707,691.00
Development Partners	2,800,000.00	1,834,790.00	965,210.00	3,730,000.00	2,731,608.00	998,392.00	4,000,000.00	3,200,036.00	799,964.00	3,805,673.60	2,145,541.00	1,660,132.60
GETFund	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	29338306.69	50,395,508.30	-21,057,201.61	50,065,549.49	20,667,449.65	29,398,099.84	33,900,318.52	53,750,748.86	-19,850,430.34	84,418,077.98	63,684,210.77	20,733,867.21

Table 1.17: Expenditure Pattern of Tema Metropolitan Assembly for the period 2014-2017

Expenditure Pattern of Tema Metropolitan Assembly for the period 2014-2017								
Annual Estimate					Annual Actual			
IGF	2014	%	2015	%	2016	%	2017 (Projections)	%
Personal emolument	9,991,964.99	41.84	11,164,104.33	32.63	9,289,009.36	21.21	11,759,440.98	18.83
Goods & services	9,106,914.40	38.13	13,416,469.65	39.21	16,290,300.10	37.19	15,487,782.74	24.80
Social benefits (GFS)	93,270.20	0.39	43,417.45	0.13	201,710.80	0.46	163,000.00	0.26
Other expenses	2,037,995.79	8.53	1,487,629.16	4.35	1,808,699.56	4.13	1,003,867.00	1.61
Assets-cap.expenditure	2,653,030.98	11.11	8,102,367.12	23.68	16,210,705.16	37.01	34,030,523.50	54.50

Source: Tema Metropolitan Assembly, 2017

The expenditure profile over the period 2014-2017 as shown in the Table 1.17, exhibits increment in the expenditure of the Assembly the increases was very rapid from 2014 to 2016. Personnel emolument exceeds 40% of all expenditure items for the plan period for 2014. This expenditure component reduced marginally to 32% and 21% for 2015 and 2016 respectively. The second largest expenditure component observed over the period is isexpenditure on goods and services averaging 38% per annum. The Assembly has Instituted measures to cut-down expenditure whilst efforts to improve Internal Generated Revenue (IGF) have also been put in place.

1.13 Communication Services

Postal Services

In the area of communication, postal services help people to easily communicate with other people either within or outside the region. This helps in business transaction in the area. Tema being a business and industrial hub, Ghana Post has 11 branches in the metropolis. There is currently no private postal agency in the metropolis. However with the increase use of phones and electronic mail service, postal services are not patronized like before. These are presented in the Table 1.18.

Table 1.18: List of Postal Agencies

S/N	Name	Location
1.	Community 1 Post Office	Tema Community 1
2.	New Town Post Office	Tema New Town
3.	Community 7 Post Office	Tema Community 7
4.	Community 11 Post Office	Tema Community 11
5.	Shopping Centre Post Office	Mankoadze

Source: TMA, 2017

Telecommunication

In the Tema Metropolis, there are three main telecommunications namely the media, internet and telephone.

Media and Communication

The media plays an important role as to access to information. The people in the metropolis have access to more than 14 major TV stations: TV3, GTV, Metro TV, Net 2, Kwese TV, Crystal TV, UTV, ETV and TV Africa etc. These stations are however not situated in the metropolis. There are three radio stations situated in the metropolis, these are Obonu FM and Meridian FM. Apart from these two, the people can tune in to over 25 other stations which are not situated in the Metropolis. Among these channels, the assembly relies mostly on Obonu FM for its public education activities. These stations disseminate information to the public which help them make informed decisions for themselves. People do advertise and market their products on these channels which help increase production and revenue in the long run.

Internet Services

The internet and email services in Tema enable businesses to improve communications, access information and cut costs. Many businesses in the Metropolis have created websites to market their product and services. The use of the internet has also helped to improve efficiency of work, find new business opportunities and work more closely with customers and suppliers thereby increasing customer growth and this can promote business growth in the Metropolis. Busy and surfline are some of the companies that provide data services in addition to the mainstream ones.

Telephone Services

There are six major Telecommunication Companies operating in the metropolis. These are Espresso, MTN, Tigo, Airtel, Glo and Vodafone. Vodafone is the only Telecommunication Company owned partly by the Government and operates fixed lines in the metropolis. The other

network companies concentrate mainly on cellular phone service although some provide fixed line service. These private network operators have created job opportunities especially to the youth and also improve communication for businesses in the metropolis.

1.14 Governance

Political Structure of the Assembly (local government structure)

Ghana's current programme of decentralisation was initiated prior to the national democratic transition in the early 1990s. In 1988, the PNDC government introduced a major piece of legislative reform, the Local Government Law (PNDC Law 207). This created 110 designated districts within Ghana's ten regions, with non-partisan District Assembly (DA) elections held initially in 1988/89 and subsequently every four years (1994, 1998, and 2002, 2004, 2008 etc). In addition to the two-thirds of DA members elected on an individual, non-party basis, one-third was appointed by central government, along with a chief executive for each district.

The Local Government Act, 1993 (Act 462); Local Government Legislative Instrument 1929 (2008) and Local Government Legislative Instrument LI 2033, re-demarcated TMA in June 2012 as a result of the creation of additional district in the Greater Accra Region (See Map 1.8). This re-demarcation led to the carving out of Kpone-Katamanso District Assembly from Tema Metropolitan Assembly under the decentralisation system. TMA was empowered by the law with deliberative, executive and legislative responsibilities. The Assembly is also mandated, among others, to make bye-laws which give legal effect to decisions taken. It is worth mentioning that the new Local Governance Act, 2016 (Act, 936) has brought to the fore new reforms in the local governance administration.

The General Assembly is the main body in the Assembly responsible for formulating laws and policies in the district. The Membership of the General Assembly stands at Fifty-One (51). The Assembly meets at least three times in a year. The members are drawn from the Metropolitan Chief Executive, the Forty-Seven (47) Assembly Members of which 32 are Elected and fifteen Appointed by the President in consultation with the Traditional Authorities and other Opinion Leaders and the three (3) Members of Parliament from the Tema West, Tema East and Central constituencies which fall under the jurisdiction of TMA. Gender wise, there are 5 Females and 46 Males in all. However the three Members of Parliament do not have voting right during voting at Assembly meetings.

The Assembly members are elected every four years through the Universal Adult Suffrage. These members are expected to keep close contact with their electoral areas, consult their people on issues discussed at the Assembly and collate their views and opinions and present to the Assembly. However, the lack of finance makes it difficult for the Assembly members to effectively carry out this responsibility. The Assembly members elect one representative among them to serve as the Presiding Member who presides over the General Assembly meetings. The presiding member is elected once every two years and is eligible to stand for re-election.

Administrative structure of the Assembly

Administratively, the Chief Executive is responsible for the day-to-day performance of the Executive functions of the Assembly. He also supervises the various departments in the Assembly and is the chief representative of the Central Government in the Metropolis. After the

Chief Executive, is the Metropolitan Co-ordinating Director (MCD) who is a Civil Servant and the Secretary to the General Assembly. The Co-ordinating Director performs administrative functions in the Assembly and reports directly to the Chief Executive. The various Departmental Heads and Agencies also report to the Co-ordinating Director.

In the Assembly, policy decisions are decided by the General Assembly and then implemented by the Executive Committee. The committee exercise executive and co-ordinating functions of the Assembly. The committee is composed of not more than 1/3 of the total membership of the General Assembly and is chaired by the Chief Executive.

The Executive Committee co-ordinates plans and programmes of the Sub-Committees and submits them as comprehensive plans of action to the Assembly. The committee is in charge of implementing resolutions of the Assembly and oversees the administration of the Assembly in collaboration with the office of the Chief Executive, among others.

The Executive Committee has the following Sub-Committees:

- Development Planning Sub-Committee
- Social Services Sub-Committee
- Works Sub-Committee
- Finance & Administration Sub-Committee
- Environmental Management Sub-Committee
- Revenue Mobilization Sub-Committee
- Education Sub-Committee
- Gender and Sport Sub-Committee

The Sub-Committees are responsible for collating and deliberating on issues relevant to the Assembly in its deliberative, executive and legislative function. They submit their recommendations to the Executive Committee for consideration, which are later ratified by the General Assembly. The Assembly also has the Public Relations and Complaints Committee (PRCC) that addresses complaints and grievances from the public. This committee is chaired by the presiding member. In order to ensure openness, transparency and good governance. The committee receives complaints made against the conduct of members and staff of the Assembly by the public and make recommendations to the Assembly. They also ensure aggrieved citizens get fast and fair hearing.

Sub- Structures

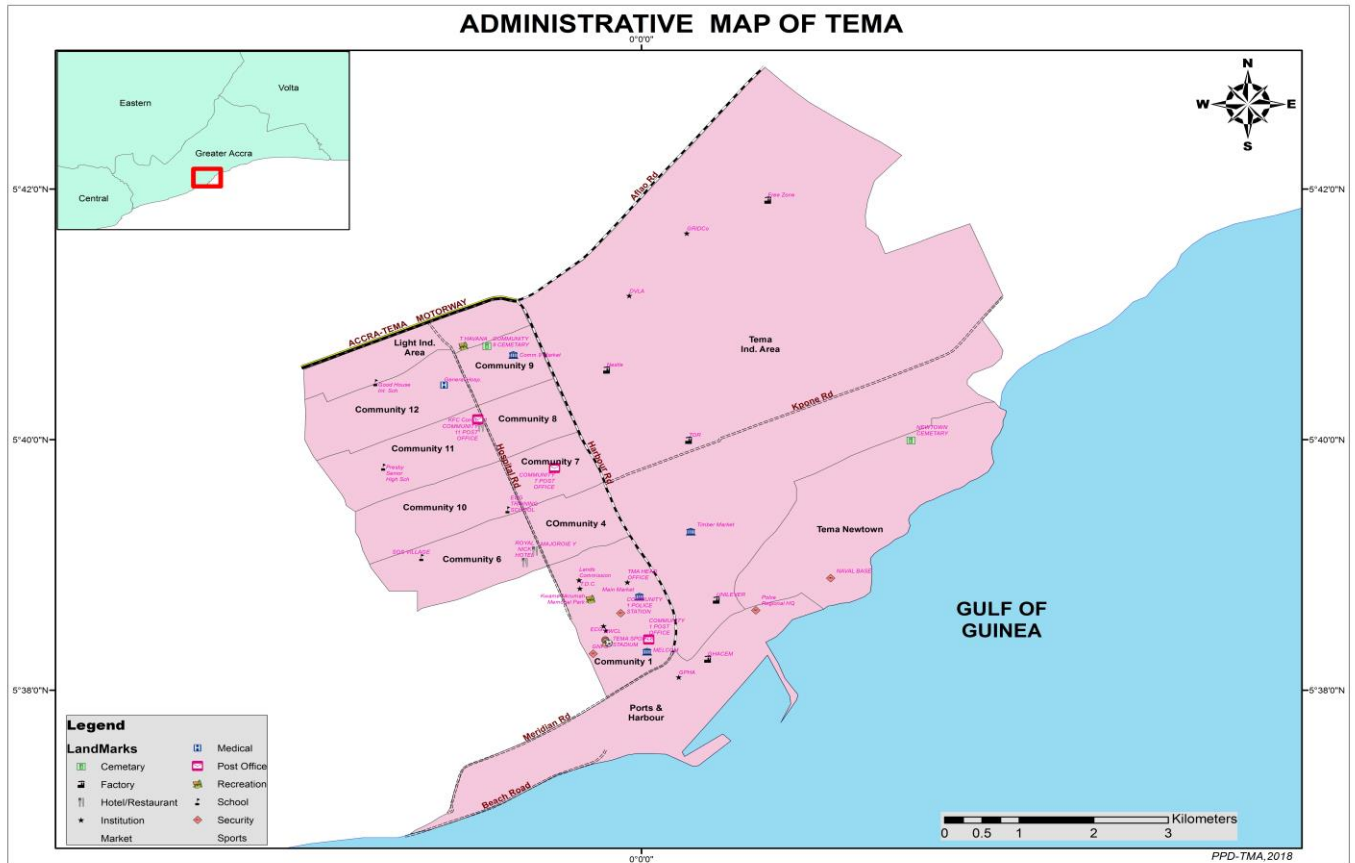
The Tema Metropolitan Assembly is divided into Two (2) Sub- Metropolitan Districts with plans far advanced to create a third one i.e. Tema Central (See Map 1.7). They are Tema East and Tema West. The two sub-metros are all fully functional. Each Sub- Metropolitan District has a Sub- Metropolitan District Council. The Council is made up of a Chairperson elected by the Assembly members and a number of adult residents in the sub- district. The total membership of the Council is not less than twenty- five (25). The Sub-Metropolitan District also has an Administrative Officer who is the Secretary to the Council. Unit Committees are also formed to aid the work of the Assembly in the decentralization process.

Traditional Authority

The Traditional Authority in the Tema Metropolis is embedded in the Chieftaincy Institution. The authority continues to play a pivotal role in the current governance system in the metropolis. There are two main Traditional Authorities in TMA. These are: the Tema Manhean, and Nungua Traditional Authorities. The seat of governance of the Tema Manhean Traditional Authority is located at Tema Newtown whilst that of the Nungua Traditional Authority is located in Nungua. They are both represented in the General Assembly and are very active in the Assembly's activities.

Over the years, these Traditional Authorities have contributed immensely to the development of the Assembly. They encourage their people to get involved in all of the Assembly's activities. They also settle minor disputes in their areas of jurisdiction. This collaborative effort between the Traditional Authorities and the Assembly has made it easy in most cases for the Assembly to implement their plans without any confrontations with the people.

Map 1.8: Administrative Map



Source: Physical Planning Department (TMA), 2018

Metropolitan Security Committee (MESEC)

In the Tema metropolis, there is a Metro. Security Committee (MESEC) of which the Metropolitan Chief Executive is the Chairman. It draws its membership from the various Security Agencies in the metropolis, the Police, Army, Navy, BNI, CEPS, Immigration and Fire Service. This body is responsible for all matters relating to security in the Metropolis. All these security agencies have their regional headquarters in the metropolis including Ghana Police Service, Ghana National Fire Service and Customs Excise and Preventive Service and the Immigration Service. There are also a countless number of Private Security Firms operating in the metropolis.

Judicial Services

TMA has a total of Six Courts under its jurisdiction. These includes two High Courts, Two Circuit Courts and Two District Courts all headed by qualified and competent judges. Their role is to administer justice in the Metropolis. The Courts handle cases ranging from assault, murder, debt cases and land disputes among others.

Disaster Management Organization

There is a Disaster Management Organization (NADMO) that operates in the Metropolis. NADMO has an office in the Metropolis and operate as part of the Assembly. They have over the years provided relief for victims of disasters such as fire outbreaks and floods. The new NADMO Act, 2016 (Act 927) has given more powers and autonomy to NADMO to effectively and efficiently carry out their mandate.

Role of NGOs and Civil Society Organizations

There are about Sixty- Eight (68) Non-Governmental Organisations (NGO's) that supports the various activities of the Assembly. These NGO's are involved in Malaria Control Programmes, HIV and AIDS intervention activities and Women Empowerment. These NGO's includes Tema Youth for Christ, SEND Ghana, Centre for Democratic Development (CDD), Abibiman Foundation and Action for African Women Foundation among others. Most of these NGO's have helped the Assembly to create awareness on issues like HIV and AIDS, Environment etc.

There are also Civil Society Organizations such as the Association of Ghana Industries (AGI), the Ghana Private Road Transport Union, Freight Forwarders Association, Ghana Shippers' Authority, Ghana Maritime Association, Residents' Associations, Private Contractors Association, Consultants among others. These civil societies contribute immensely in the decision making process and policy formulation at the Assembly.

1.15 Social Service

1.15.1 Education Services

Education in Ghana has undergone a lot of transformation due to the various policies passed by past and present governments, in their quest to ensure quality education for all. In Ghana, the Ghana Education Service (GES) implements approved policies made by the Ministry of Education (MoE). In the Tema Metropolis, educational concerns are addressed by the Metropolitan Education Directorate (MED). Tema is privileged to have access to all levels of education in the metropolis. The metropolitan education directorate ensures that all national

policies geared towards education are implemented in the metropolis to achieve the national goal.

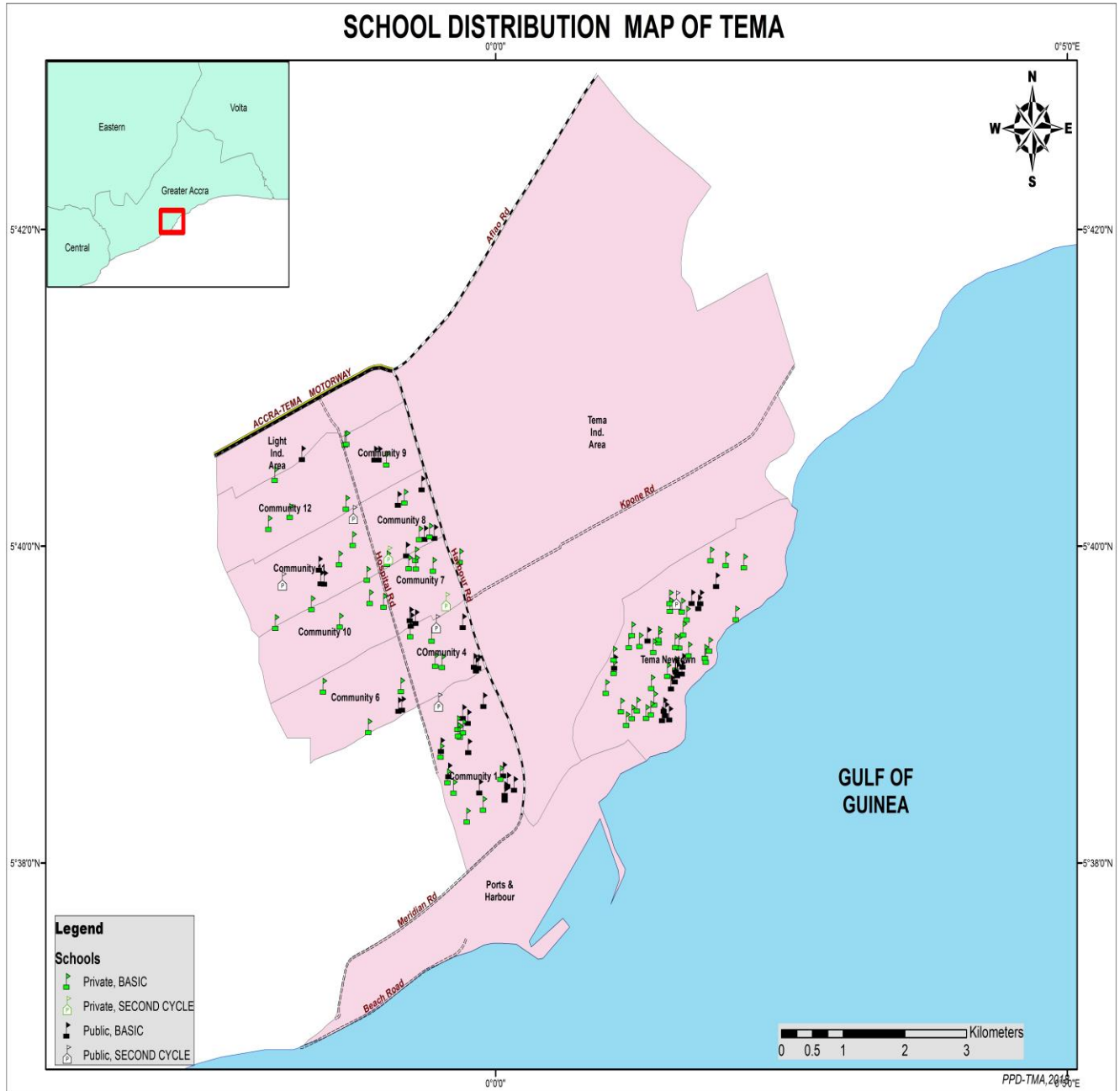
The Metropolis has both tertiary and pre-tertiary institutions which can be found in both the public and private sectors. The table below shows the number of public and private educational institutions in the Metropolis (See Table 1.19). This shows that out of the 474 schools in the Metropolis, the private institutions constitute 67% whilst the public institutions constitute 33%. These private schools complement the few public schools that exist in the metropolis and thus help with the provision of quality education. It is also important to note that significant efforts have been to end the shift system in the metropolis through the provision of additional classroom blocks, however few schools still run the shift system. Also the Metropolis has four private universities namely Methodist University, Presbyterian University, Data link and Graduate School of Management (Refer to Map 1.8). Below is a table showing the number of schools in both the public and private sectors.

Table 1.19: Statistics of Schools in the Public and Private Sectors

S/N	Level	No. of School		
		Public	Private	Total
1.	KG	45	119	164
2.	Primary	56	110	166
3.	JHS	48	86	134
4.	SHS	6	3	9
5.	Voc/Tech	1	0	1
Total		156	318	474

Source: Metropolitan Education Directorate, 2017

Map 1.8: School Distribution Map of TMA



Source: Physical Planning Department (TMA), 2017

Data available indicates the trend of enrolment in both public and private schools from 2013-2016 (Refer to Table 1.20). It is observed that, even though educational support programmes such as Capitation Grant, Ghana School Feeding Programme and Free Uniform and Text Books, enrolment continue to decrease. The plausible reason for this could be due to the location of Tema where parents are able to transfer their wards to different schools within the adjoining districts.

Table 1.20 indicates that though the number of boys enrolled in the private Kindergatens (KG) is more than the number of girls, data available indicates that more girls are enrolled in all other levels of education than boys i.e in both public and private schools. This could be attributed to the impact of Girl Child Education programmes and the fact that the female population is more than that of males in the Metropolis. Comparing enrolment in the public schools with that of the private schools (Tables 1.20) show that enrolment in public schools is far higher than that of the private schools and this can be attributed to the exorbitant fees charged by the private schools. The introduction of the pro-poor educational policy has led to spontaneous increase in enrolment bringing to the fore challenges relating to inadequate infrastructure and other technical services in the public schools.

Table 1.20: Enrolment in Private and Public Schools from 2013-2016

No	Level	2013			2014			2015			2016		
		Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
1	KG	5137	4965	10102	3,761	3,692	7,453	3,689	3,614	7,303	3,206	3,185	6,391
2	Primary	17944	18184	36128	10,238	19,442	29,680	10,149	10,378	20,527	9,030	9,080	18,110
3	JHS	5677	5761	11438	3,700	4,052	7,752	3,720	4,063	7,783	3,418	3,597	7,015
4	SHS	577	790	1367	230	373	603	116	196	312	83	288	371
5	Voc/Tech	0	0	0	0	22	22	-	-	-	-	-	-
	TOTAL	29,335	29,700	59,035	17,929	27,581	45,510	17,674	18,251	35,925	15,737	16,150	31,887
Enrolment in Public Schools from 2013-2016													
		Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
1	KG	2,554	2,489	5,043	1,680	1,846	3,526	1,766	1,971	3,737	1,831	1,832	3,663
2	Primary	14,363	16,685	31,048	10,141	12,112	22,253	10,445	12,572	23,017	10,240	12,103	22,343
3	JHS	8,311	9,062	17,373	5,848	6,407	12,255	6,031	6,415	12,446	5,579	6,169	11,748
4	SHS	4,686	4,175	8,861	3,773	3,583	7,356	3,889	4,209	8,098	3,162	3,558	6,720
5	Voc/Tech	-	0	-	1,101	88	1,189	1,276	100	1,376	1,631	239	1,870
	TOTAL	29,914	32,411	62,325	22,543	24,036	46,579	23,407	25,267	48,674	22,443	23,901	46,344

Source: Metro. Education Directorate, 2017

Staffing Situation in Schools

In the case of staffing, (See Table 1.21) it is evident that, at the pre-school level, female teachers are more than the male teachers. This trend is similar to the situation in the primary and JHS levels, however, the female dominance reduces at the SHS, Technical and Vocational levels of the educational ladder. For instance, the Metro. has 55 male trained teacher for the primary level in 2016 whilst female trained teachers were 448 in the same year. Similarly, the metro. boost of 204 male trained teacher (i.e. SHS levels) for 2016 but that of females in the same category is 141 for the same year.

It is also worth noting that, there are still patches of untrained teachers in both private and public schools in the metropolis. This may have implication on teaching and learning in the metropolis. Considering the above situation, there is the urgent need for the Metro. Education Directorate to organise some in-service training for the untrained teacher to promote quality education in the metropolis.

Table 1.21: Staffing in Public and Private Schools

S/N	Level	Trained Teachers						Untrained Teachers					
		Male			Female			Male			Female		
		2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016
1.	KG	1	1	1	105	106	108	0	0	0	0	1	2
2.	Prim.	67	63	55	502	488	448	3	2	1	2	0	1
3.	JHS	222	225	214	347	325	308	3	2	4	1	1	0
4.	SHS	240	244	204	162	159	141	15	8	2	7	2	2
5.	Voc/Tech	42	45	49	17	16	15	20	14	14	3	3	3
Total		572	578	523	1,133	1,094	1,020	41	26	21	13	7	8
Staffing in Private Schools													
S/N		Trained Teachers						Untrained Teachers					
		Males			Females			Males			Females		
1.	KG	1	2	3	48	36	43	13	10	7	329	279	220
2.	Prim.	125	107	113	85	96	89	425	388	295	270	258	252
3.	JHS	139	161	158	47	39	55	413	402	343	55	73	59
4.	SHS	33	24	17	4	6	3	29	8	9	5	3	4
5.	Voc/Tech		0	0	2	0	0	4	0	0	2	0	0
Total		298	294	291	186	177	190	884	808	654	661	613	535

Source: Metro. Education Directorate, 2017

The pupil to teacher ratio analysis as indicated in Table 1.22 show that, pre-school and primary school have the ratios of 33:1 and 44:1 respectively for public schools. However, private schools have 21:1 and 22:1 respectively for pre-schools and primary schools. It is therefore conclusive to note that private schools have better ratios that are closer to the accepted standards. This is higher than the national average of 20:1 for pre-school and 40:1 for primary school. The higher pupil to teacher ratio in the metropolis might have contributed to poor supervision in the classrooms, congestion, inadequate teaching and learning materials in some of the public schools in the Metropolis. That notwithstanding, the situation at the JHS level (21:1) in the Metropolis is fairly good compared to the national standard of 35:1 for JHS. It could therefore be said that the metropolis have more teachers at this level that would create an environment for effective teaching and learning.

Table 1.22: Current Pupil/ Teacher Ratios for Public and Private Schools

S/N	Level	Public			Private		
		Enrolment	Teachers	PTR	Enrolment	Teachers	PTR
1.	KG	3,663	111	33:1	6,391	306	21:1
2.	Primary	22,343	505	44:1	18,110	841	22:1
3.	JHS	11,748	562	21:1	7,015	678	10:1

Source: Metro. Education Directorate, 2017

State of Educational Infrastructure

An assessment of the state of educational infrastructure in the Metropolis (See Table 1.23) revealed that, there are 20 public schools with poor state of infrastructure. Out of the 20 schools, 12 have structural defects, 8 have makeshift structures for classrooms, 7 have overcrowded classrooms and 3 have no existing structures for KGs and J.H.S. Most of these schools were built in the 1960's and have since not seen any major renovation. To revert this trend, the Assembly as is vigorously constructing a number of classroom blocks with ancillary facilities aimed at improving the level of infrastructure in the schools. This situation calls for Governments attention to look at educational infrastructure especially at the public schools.

Table 1.23: State of Educational Infrastructure

Level	Public	Private
No.	Name of School	Description of Structure
1.	Manhean Methodist KG	No classroom
2.	Community 8/2 J.H.S	Structural defect in school building, cracks all over the building, rotten wooden beam and roof leakages
3.	Community 7/1&2 Primary	Structural defect in school building, cracks all over the building, rotten wooden beam and roof leakages
4.	Oninku Drive 1 K.G, Oninku Drive 2 K.G,	No proper structure for classrooms
5.	Mante-Din K.G	Using school kitchen for classroom
6.	Community 8/1 Primary & J.H.S	Structural defect in school building, cracks all over the building, rotten wooden beam and roof leakages

Source: Metro. Education Directorate, 2017

1.15.2 Health Facilities

As part of the mandate of the Assembly to improve the health status of its inhabitants, the Assembly over the years has implemented a number of programmes/projects to fulfill that objective. In line with this, the Assembly in collaboration with stakeholders has constructed and operationalized a total number of 51 health facilities. These facilities comprised of both Public and Private (Refer to Table 1.24) are spread across the entire Metropolis based on their functions and the range of services they provide.

The Metropolis also has 59 outreach points in addition to the aforementioned. It would be realized that the number of Private Health facilities out number that of the Public. Even though the Private Sector has a number of facilities, they are not evenly distributed; they are mostly concentrated in the bigger settlements (Community 1, Community 2, Sakumono etc.) and are also associated with high cost, though the quality of care is guaranteed. To improve access therefore, the Assembly in collaboration with concerned stakeholders is constructing 2 additional CHPS Compounds in addition to the 2 existing ones. This is to improve access in the underserved areas, reduce travel time, as well as mortality rates in the communities. Where accessibility to health facilities is poor, there are outreach points to serve residents. The poor are also encouraged to register with the NHIS in order to improve financial accessibility.

Table 1.24: Some Private Health Facilities in Tema Metropolis

No.	Name of Clinic/Hospital	Location Comm.	Year Established
1.	Biney Medical Center	Tema	1963
2.	Bengali Hospital	Comm.11 Tema	1986
3.	Alberto Clinic	Comm.11 Tema	1980
4.	Nostra Klinik	Comm.11 Tema	1994
5.	Tema Women's Hospital	Comm.11 Tema	1996
6.	Sinel Specialist Hosp.	Comm. 6 Tema	1982
7.	Caiquo Hsopital	Comm.10 Tema	1986
8.	Provita Specialist Hosp	Comm.6 Tema	1985
9.	Alpha Dental Clinic	Tema	-
10.	Tema Christian Clinic	Comm.1 Tema	-

11.	Omar Clinic	Comm.1 Tema	-
12.	Bethel Hospital	Comm.9 Tema	2000
13.	Tema Dental Clinic	Comm.8 Tema	1975
14.	Odonkor Clinic	Comm.8 Tema	1969
15.	Narh-Bita Hospital	Comm.4 Tema	1979
16.	St. Peters Clinic	Comm.4 Tema	1970
17.	Meridien Clinic	Comm.1 Tema	1968
18.	Rapha Clinic	Comm.10 Tema	1999
19.	St. Anthony Clinic	Comm.1 Tema	-
20.	Lagoon Clinic	Comm.1 Tema	1982
21.	Port Medical Center	Comm.1 Tema	1982
22.	Central Clinic	Comm.1 Tema	1985
23.	Port Dental Clinic	Comm.6 Tema	1990
24.	White Eagle Clinic	Comm.1 Tema	-
25.	Solace Hospital	Comm. 12	-
26.	Bukom Ellphikwenu Hospital	Tema Newtown	1982
27.	Calvary Cross Clinic	Tema Newtown	-
28.	St. John Clinic	Tema Newtown	1972
29.	Viva Clinic	Tema Newtown	1976
30.	Tema Naval Base Clinic	Tema Newtown	-
31.	Estate Clinic	Comm.11 Tema	1996

Source: Metropolitan Health Directorate, 2018

Staffing Situation in the Health Institutions (Public & Private)

An assessment of the staffing situation in the metropolis shows that, there are 50 medical officers spread across public health institutions in the metropolis to deliver a range of health services (Table 1.25).

In Tema, the Doctor-Patient and Nurse-Patient Ratio of 1:6,403 and 1:1,419 respectively in the metropolis (see Table 1.26) for 2015. As compared to the year 2016 ratio of 1:6,365 and 1:1,409 for Doctor-Patient and Nurse-Patient Ratio respectively, it could be deduced that there is a slight improvement in terms of access to the health professionals in the Metropolis. This is however, not significant, though there is more room for improvement.

When compared to the World Health Organization (WHO) figure of 1:5,000 Doctor-to-Patient ratio however, the implication could put more pressure on the health personnel in public health facilities in the Metropolis. There could also be longer waiting time both at the Out Patience Department (OPD) and the Consulting Rooms - a situation that may have negative implication on the health service delivery in the Metropolis.

Table 1.25 Staffing in Public Health Facilities

Facility	No. of Doctors	No. of PA	No. of General Nurses	No. of Other Health Staffs
Public Facilities	50	12	226	780
Private Facilities	-	-	-	-

Source: Metropolitan Health Directorate, 2017

Table 1.26: Doctor to Patient Ratio as at 2016

Staff	2015	2016
Nurse Patient Ratio (Public)	1:1419	1:1409
Doctor Patient Ratio (Public)	1:6403	1:6365

Source: Metropolitan Health Directorate, 2017

Incidence of Diseases

The analysis of the disease trend in the metropolis shows that, malaria is the most prevalent disease and continues to lead the top ten diseases for the years under consideration.

As indicated in Table 1.27, out of the 10 most frequently reported diseases in year 2016, Upper Respiratory Tract Infection (URTI) recorded the highest OPD cases in the Metropolis. This is surprisingly different from the year 2015 cases where malaria was the top most. This implies that the people of the Metropolis are exposed to air pollution. Also, poor sanitation within the Metropolis continue to pose health hazards. It is therefore not surprise that malaria continues to be among the highest recorded cases each year.

The morbidity rates in the Metropolis between year 2014 and 2016 is however volatile. The Metropolis recorded a total of 318,100 in 2014 compared to 163,763 in 2015. This figure however increased to 239,882 in 2016. In the light of the above, one can conclude that the metropolis needs to step up efforts to ensure the achievement of the Sustainable Development Goals (SDGs) 3, 6 and 13.

Specific attention will be geared towards preventive health (sensitization on common health problems) especially on the ten most prioritized issues, maternal and child health care, family planning and improvement in the nutritional status of women (especially pregnant and lactating mothers). Efforts will be made by the Assembly to adequately resource the CHPS Compounds and other public health facilities within the metropolis to enable them provide improved care to patients. Logistics and equipment will also be provided either directly or through collaboration with stakeholders to address the petty issues associated with the current health delivery systems.

Table1.27: Ten most frequently reported conditions at OPD as at 2016

2014			2015			2016		
Conditions	Cases		Conditions	Cases		Conditions	Cases	
Hypertension	44,988	25.6%	Malaria	24,389	19.3%	URTI	23,583	21.4%
Malaria	42,787	24.3%	URTI	23,020	18.3%	Malaria	15,802	14.3%
Diabetes Mellitus	24,645	14.0%	Hypertension	21,007	16.7%	Hypertension	15,656	14.2%
URTI	20,010	11.4%	Gynaecological conditions	13,875	11.0%	Gynaecological conditions	10,241	9.3%
Acute Eye Infection	8,452	4.8%	Rheum & Other Joint Pains	9,627	7.6%	Acute Eye Infection	10,219	9.3%
Pregnancy Related Complications	8,082	4.6%	Acute Eye infection	9,553	7.6%	Rheum & Other Joint Pains	9,756	8.9%
Gynaecological conditions	7,808	4.4%	Skin Diseases	7,200	5.7%	Skin Diseases	6,789	6.2%
Rheum & Other Joint Pains	6,891	3.9%	Anaemia	6,310	5.0%	Pregnancy Related Complications	6,727	6.1%
Skin Diseases	6,504	3.7%	Pregnancy Related Complications	5,924	4.7%	Diabetes Mellitus	6,300	5.7%
Diarrhoea Diseases	5,898	3.3%	Diarrhoea Diseases	5,209	4.1%	Acute Urinary Tract Infection	5,109	4.6%
Total Top 10	176,065	100%	Total Top 10	126,114	100%	Total Top 10	110,182	100%
Total Morbidity	318,100		Total Morbidity	163,763		Total Morbidity	239,882	

Sources: Health Directorate, Tema, 2017.

Mortality Rates

Mortality or death rate measures the frequency or the number of death to the total population. The Tema Metropolitan area recorded 7.3 percent (292,773) of the total regional population of (4,010,054). However, Tema metropolis recorded a 7.5 percent in terms of the total number of deaths and the district crude death rate (4.4 per1000 deaths) is above the regional average of 4.3 per 1000 deaths. It is also worth noting that these figures also include referrals from nearby districts since the Tema General Hospital Serves as referral point for the lower level health facilities in the adjoining districts. The current situation therefore may not, reflect the true picture on the ground.

Health Insurance Scheme

The Tema Metropolitan Mutual Health Insurance Scheme was established in March, 2004 as a pro-poor intervention in the health sector. The purpose of the scheme is to provide a pool of resources which will reduce the monetary stress on health acquisition. The scheme provides out-patient, in-patient, oral health, eye care, maternity care and emergency services for registered beneficiaries. As can be seen from Table 1.28, the number of insurance bearers who visit the various health facilities in the Metropolis increase year in and out.

For instance, the number of people registered on the scheme and access public health facilities increased from 77% in 2015 to 84.9% in 2016. However, data on the Quasi-Government facilities decreased from 4.1% in 2015 to 2.2% in 2016. This indicates the gradual acceptance of the National Health Insurance Scheme by most residents in the metropolis. With this positive trend, it is expected that the problem of “cash and carry”- the situation where patients

are expected to pay for their medical bills before they are attended to will gradually be erased. Apart from the health insurance scheme, the Metropolitan Health Directorate also undertakes some health programmes to promote quality health care in the metropolis. These include disease control and surveillance, school health, immunization, promoting healthy lifestyle and nutrition among other.

Table 1.28: OPD Attendants with Health Insurance, 2016

Facility	2015		2016	
	Insured	Non-Insured	Insured	Non-Insured
Government	126,419	88,983	151,567	69,494
%	77%	60.8%	84.9%	49.8
Private	30,859	17,146	23,000	30,628
%	18.8%	11.7%	12.9%	21.9
Quasi-Gov't	6,776	40,300	4,054	39,465
%	4.1%	27.5%	2.2%	28.3
Total	164,054	146,429	178,621	139,587

Source: National Health Insurance Authority-Tema, 2017

1.16 Water and Sanitation

Water Supply Services

The Tema Metropolis is served with a network of water connections from the Kpong Water Works. Currently, about 90% of households in Tema have access to pipe borne water compared to 64.4% for the Greater Accra Region (2010 PHC). Even though the coverage is high, there are problems relating to regularity of flow in some communities (e.g. 3, 1, 4, 12, 13, 14, 15,16,17,18, 20, Lashibi, etc.).

Currently, the Assembly under the Greater Accra Metropolitan Area (GAMA) Sanitation and Water Project is adding to the existing service lines to extend water to additional communities. This has the potential of increasing the coverage as well as the accessibility to beneficiary communities. Efforts therefore needs to be geared toward improving all round access for the underserved population to guarantee better hygiene and healthy lives for all citizens in the metropolis.

Liquid Waste

The Tema Metropolitan Assembly has the overall responsibility of ensuring proper disposal of liquid waste. This is done through the Waste Management Department and the Environmental Health Department of the Assembly. It has also established a Drainage Maintenance Unit to oversee the maintenance of all categories of drainage systems in collaboration with other agencies. However, several challenges exist in the management of liquid waste in the metropolis. Some of these include choked sewer, over-aged sewer lines, negative attitude of the people toward sanitation, building of temporal and permanent structures on sewer lines etc.

To address these challenges, the Assembly has been carrying out frequent removal of choked drains (refer to picture 6), replacement of sewer lines (see picture 7) and sensitization of the people to enhance clean and environmentally sustainable development in the metropolis.

Public and Household Toilets

The Housing Concept of Tema initially made for every household to have its own sanitary facility. As a result, most communities (i.e. 1, 2,3,4,5, 6, 7, 8,9,11,10,11,12, 16, 17, 18, 19 and 20) have household toilets except for Tema Manhean and parts of Community 1 where some homes do not have own sanitary facilities. There are also additional 65 public toilets which are located at vantage points in the Metropolis to serve the mobile and the underserved communities. These public toilets are primarily patronised by households with no access to toilet facilities. Indiscriminate defecation is rampant in areas which have inadequate public and private toilet facilities thereby posing health risk to the public.

To address these trend, the Assembly is collaborating with the GAMA Project to provide subsidized household toilets to beneficiaries in the Metropolis. As at March, 2017, One Hundred and Twenty Two (122) households have benefited from the facility. Sensitization and behavioural change communication is still on-going in the Metropolis to get more households to benefit from the facility.

Treatment and Disposal of Liquid Waste

The Septage Treatment Plant at Nungua Farms serves both the public and private service providers in liquid waste disposal. The plant remains the only approved site for dumping septage in the Greater Accra Metropolitan Area (GAMA Area) but not without challenges. In the light of the above, the Assembly is reviewing a proposal from a private company to start producing compost from the plant for agriculture and other uses. Some of the challenges faced at the site include:

1. Poor accessibility to the plant
2. Broken down fence around the plant
3. No security
4. Broken down poles carrying power to the plant

Central Sewerage System

Tema has a water-borne sewerage system that was established in 1960 which connect communities 1, 2,3,4,5, 6, 7, 8,9,11 and parts of communities 3,10,11,12. The system however, experience frequent blockages which discharges effluent onto the streets, open drains and sometimes into residential facilities. The causes of these are due to some of the following:

1. Stolen manhole covers thus permitting foreign materials into the sewers
2. Roots of trees perforating some of the sewer pipes
3. Poor maintenance

Solid Waste

The Assembly is privileged to have an Engineered Landfill Site constructed under the Urban Environmental and Sanitation Programmes in 2011 located at Kpone. The facility which was originally planned to serve the Metropolis now serves many other districts in the GAMA Area. As a result, the facility is overstretched to such an extent that, its life span is threatened. Regarding refuse collection, the metropolis has an organized system for collecting solid waste which involves the private sector. Solid waste collection in communities 3, 5, 6, 4, 13, and 14, 18, 19, 20 is carried out on franchise bases where service beneficiaries pay user fees, which is, determine by both the Tema Metropolitan Assembly and the private collectors.

Solid waste collected is finally disposed off at the Waste Treatment Plant at Kpone. Despite all these efforts by the Assembly to improve solid waste in the urban areas, there are still

problems. Thus, most inhabitants dispose off their refuse indiscriminately irrespective of the health hazards associated with such practice. Whereas some have defined the problem as attitudinal, others have attributed it to the absence of dustbins at vantage locations where people can easily dispose off waste. In fact, some also attribute the problem to the inability of the waste management companies to regularly convey the waste to the final disposal site when it is full.

Residents also continue to complain that refuse collection trucks do not come on time and are not regular. To address this problem, some unemployed youth (usually called “boola-boola boys”) have ingeniously been going from house- to -house with wheel barrows to collect refuse for an undefined fee. Their system which is proving quite effective could be regularised and improved upon with the necessary logistical support to improve their work especially within some parts of community 1, where accessibility to the houses are inhibited by poor planning.

Furthermore, Assembly has collaborated with stakeholders to construct a fortifier plant at Borteyman to convert waste into compost for agriculture and related purposes. This will provide easy access to compost for agriculture purposes, reduce the use of chemicals and increase the cultivation of organic crops to the benefit of the people. It will also open up job opportunities for the unemployed youths in the area. The Assembly is further collaborating with Environmental Protection Agency (EPA) and United Nations Environment Programme (UNEP) to implement the Green Economy Transition in Africa Programme. TMA is a pilot Assembly under the programme, in addition to KMA and Tolon District Assembly. Under the programme, TMA is to pilot waste segregation at source in selected communities such as community 10, 6, 4. Funding is currently being sourced to translate the plan into action.

Industrial Waste Services

EPA has been manadated to ensure that most of the industries in the Metropolis treat their waste before disposing them off into the environment. Available information indicates that most of the industries do not properly treat their waste before disposing them unto the environment- a situation that poses threats to both the environment and the inhabitants.

Some of these industries includes the Tema Oil Refinery (TOR) which discharges poorly treated residual petroleum oil into the Chemu Lagoon via the Industrial Drain, Pioneer Food Cannery, Wahome and Tema Steel Works, establishments that work on scrap metals are reported to be releasing untreated metallic dust into the atmosphere. Additionally, the Ghana Textile Limited (GTP) and some Paint Production Industries also discharge industrial liquid waste into the Industrial Drain.

Apart from these major industries, about 80% of Small and Medium Scale mechanic shops scattered within the Metropolis spill petroleum oil into domestic drains which normally ends up in the sea. This current situation if not addressed could result in environmental degradation and destruction of aquatic life. It is however worth noting that through the activities of EPA; most of the plastic producing industries have acquired recycling plants that recycle plastics.

1.17 Housing

The Tema Metropolis is mainly an urban area, the total stock of houses in the Metropolis recorded at the 2010 Ghana Population and Housing Census is 40, 956. Out of the total population of 292, 773, the total household population is 285, 139 (See Table 1.29). The total number of households stands at 70, 797. The average households per house is (1.7) for the Metropolitan area, with the average household size being (4.1) Population per house recorded for the Metropolis is (7.1). In the year 2016, the Tema Development Corporation (TDC) is carrying out the “In-Filling” of the built up environment in community 1 and other areas to add up to the housing stock. Plans are also far advanced to pull down the old and dilapidated Kaiser Flats in located in Community 4 for new design and construction.

Table 1.29: Stock of houses and households by type of locality

Categories	Total country	Region	District	Urban	Rural
Total population	24,658,823	4,010,054	292,773	292,773	-
Total household population	24,076,327	3,888,512	285,139	285,139	-
Number of houses	3,392,745	474,621	40,956	40,956	-
Number of households	5,467,054	1,036,370	70,797	70,797	-
Average households per house	1.6	2.2	1.7	1.7	-
Population per house	7.3	8.4	7.1	7.1	-
Average household size	4.5	3.9	4.1	4.1	-

Source: Ghana Statistical Service, 2010 Population and Housing Census.

1.17.1 Type of Dwelling, Holding and Tenancy arrangements

Owned household members own most dwelling units in the Tema Metropolis (48.2%), followed by other Private household members (33.6%) and relatives not a household member (8.1%) and Public/Government ownership accounts for (5.2%). Other types of ownership make up small percentages. Female headed households, owned by household member recorded higher ownership of dwelling units (51.0%) than their Male counterparts (46.6%). Male headed household of other private ownership of dwelling units is higher (34.9%) than Female headed household of other private ownership of dwelling units recorded (31.4%). Other types of household ownership recorded the least percentages for both male heads (0.5%) and female heads (0.4%) respectively.

Compound houses tend to be occupied more by households in the Metropolis (31.2%) followed by Semi-detached houses (25.4%), Separate houses (20.2%), Flat/Apartment (9.2%), Improvised homes (8.9%) and Uncompleted Buildings (2.3%). Other types of dwelling units (0.3%) and Huts/Buildings (different compound) (0.1%) constitute smaller percentages.

The percentage of male headed households occupying Compound houses (30.5%) is a little lower than female headed households (32.2%). Female headed household occupying Semi detached house (27.9%) is higher than their male colleagues (24.0%). Male headed household

in Separate housing units is higher (21.5%) than their female counterparts (17.9%). Male headed households living in Flat/Apartment is higher (9.5%) than that of female headed household (8.5%). Also Male headed households tended to occupy improvised homes (9.2%) than that of Female headed household (8.5%) in the Tema Metropolis while male headed household had higher occupancy of uncompleted buildings (2.7%) than female headed household (8.4%). With both male and female headed household occupying Huts/Building on a different compound each recording 0.1 percent.

Housing types within the Metropolis can be broadly classified into the following groups:

1. High Class Residential Areas. These can be found in communities like 6, 10, 11 and 12.
2. Flat / Bungalow Type Housing Units/ Communities built by Tema Development Corporation (TDC) for rental as well as ownership purposes. Such units are usually well serviced with essential utilities such as water, electricity, sanitation, physical access and other social amenities.
3. Low Cost Housing Types located in Community 1 (Site 1 &2 etc) and Tema Manhean.

These structures were constructed to temporarily house labourers who built the Tema Harbour. However, over the years the lack of development control in these areas has led to the development of a “Near Slum Area” and makeshift structures for habitation.

It is good to point out that, there are serious challenges housing both the inhabitants and businesses in the metropolis. The result of this is high cost of rental accommodation and high cost of housing units for potential buyers. The issue becomes more serious considering the fact that Tema serves both as the industrial hub and the Port city of Ghana. The accommodation and office infrastructure challenge is expected to be more serious with the emergence of the oil and gas industry in Ghana. Against this background, Tema Metropolitan Assembly needs to position itself well to accommodate and benefit from the boom resulting from the oil industry.

1.18 Roads and Transport

The total length of roads within the Metropolis is 1,690km (See Table 1.30). Tema has an extensive road network within all the communities. This consists of 1st, 2nd and 3rd class roads. The roads, although surfaced dressed are generally very bumpy, whilst the wearing course on most of the access roads have been ripped off. A significant number of these roads have no drains as well as bicycle or pedestrian facilities to ensure public safety. However, those that have drains are generally in deplorable conditions. This situation generally hinder accessibility as it impart negatively on travel time, rate of accident and productivity within the Metropolis.

Table 1.30: Surface Type Split for Road Network in Tema

SN	Surface Type	Length (km)	Percentage (%)
1.	Paved (Asphaltic Concrete)	545	32
2.	Missing links	421	25
3.	Gravel & Earth Roads	724	43
Total		1,690	100

Source: Metro. Urban Roads Unit, 2017

Transport Facilities/Services

The main mode of transporting goods and services in the metropolis is mainly by road. Other modes include rail transport whose patronage is low compared to road transport. It is hoped that the rail system will be revamped to enhance public patronage to relief the pressure on

road transport especially if expanded from the Metropolis to other major cities for transport of goods and other items to the port. This has become imperative since goods like cocoa that serves as raw materials for some of the food production companies are transported not by rail but by road from the hinterlands. This situation sometimes results in congestion on the major roads in the Metropolis.

There are private and commercial transport systems operating in the Metropolis including, a web of taxi services which are available on a 24-hour basis. Also, a lot of heavy-duty trucks and other vehicles come from all over the country carting goods to and from the harbour and the industries in Tema. Challenges faced by the metropolis due to the activities of the haulage trucks include: poor parking, insecurity, damage to road shoulders, damage to drains etc. More so, because of the location factors, a lot of shipping companies operates in the metropolis and this facilitates the export and imports of goods from other countries to Ghana and neighbouring countries.

Basically there are four types of commercial transport systems available in the Metropolis; these are Bus, 'Trotro', shared taxi, and hired services. All transport activities both within and intercity, originates and terminates at the various vehicle terminals and station at Community 1, which is also the CBD of the Metropolis. Quiet apart from this, Metro Mass Transit Services is in operation. These buses commute from Tema to areas like Accra, Ashaiman, Teshie-Nungua, Manhean, etc. This transport Services is the cheapest means in the Metropolis hence greatly patronized by most people. Its services have impacted positively in the Metropolis since its introduction in 2004. Addressing transportation related problems in the CBD can therefore go a long way to improve activities in the transportation sector.

1.19 Vulnerable and Excluded

Vulnerability show the degree of exposure to risk and the way the different segments of vulnerable people are affected in the Tema metropolis. These groups include women, children, People Living with HIV and AIDS, the physically challenged, minority groups, children with special needs, the aged, etc. These groups of people are considered to be vulnerable because of their inability to stand certain shocks and risks and are also voiceless. The detail analysis of each vulnerable groups is discussed below.

1.19.1 HIV and AIDS

The Assembly is particular about HIV and AIDS, and related diseases. As a result, specific interventions have been design to respond to the HIV and AIDS menace in the metropolis. Some of the intervention activities includes Behaviourial Change Communication, Prevention of Mother to Child Transfer (PMCT), Support to People Living With HIV and AIDS, etc.

The age group most affected by HIV and AIDS is the age cohort of 20-39 years who are in the reproductive period of their lives. The prevalence of HIV in the Tema Metropolis was highest 3.6% in the year 2012 and it has since been reducing steadily in the past 5 years with 2015 recording 2.0% and 2.6% in 2016 respectively (Refer to Table 1.31) as compared to the previous years where the prevalence was fluctuating. Since these figures are taken from the Sentinel Survey Reports, it is worthy to note that there are people from other places who visits the Tema ART site for HIV Testing services and they add up to the number of HIV incidence (new infections). The most vulnerable population when it comes to HIV and AIDS are women within the ages of 15 to 45 years. Unfortunately, this segment of the population falls within the economically active group needed to develop the Metropolis.

There are also lots of floating population (both foreigners and local people) in the Metropolis because of the presence of the harbour and other industrial establishment. These segment of the population also patronize the services of Female Sex Workers (FSW). Some also engage in homosexuality thereby pre-disposing themselves to new infections. There are also some of the people who pick sexual partners everywhere they go or maintain multiple sexual partners; this is synonymous with some workers who come to the Metropolis to do business. The above mentioned factors contribute to the incidence of HIV in the Tema Metropolis.

According to the Centre for Disease Control (CDC), Opportunistic Infections- OIs (candidiasis, cervical cancer, Herpes, syphilis, Tuberculosis (TB), etc.) are infections that occur more frequently and are more severe in individuals with weakened immune systems, including people with HIV (www.cdc.gov). OIs are less common now than they were in the early days of HIV and AIDS because better treatments reduce the amount of HIV in a person's body and keep a person immune system stronger. Many people with HIV develop OIs because they don't know their status. This is the reason the Assembly has intensified efforts in HIV Sensitization, HIV Testing Services, Distribution of free condoms, BCC Materials in the entire Metropolis.

People Living with HIV and AIDS (PLHIVA) continue to suffer discrimination and stigmatization, a phenomenon that continue to worsen their plight. The Assembly continue to put in more efforts to sensitise the people and to make them understand that HIV and AIDS is like any other disease. Currently, there are 5 active HIV and AIDS Support Groups in the Metropolis working against stigmatization and to seek for the welfare of PLHIVA. The Assembly through the Metropolitan AIDS Committee and other stakeholders such as the Health Directorate, NGOs, CBOs and all HIV Implementing partners are doing their best to contribute to the 90-90-90 Targets set by the UNAIDS to end HIV and AIDS by the year 2030.

Table 1.31: HIV and AIDs Prevalent Rates

Years	HIV/AIDS prevalence rate				
	2012	2013	2014	2015	2016
Prevalence Rate	3.6	2.8	2.6	2.0	-

Source: Metro. Health Directorate, 2017

1.19.2 Livelihood Empowerment Against Poverty (LEAP)

The LEAP programme continued to feature prominently in the Metropolis to reduce hardship and improve the livelihood of the extremely poor, the vulnerable and the excluded persons in society. The target groups are the orphans, pregnant women and the aged over 65 years without productive capacity. Table 1.32 depicting the List of Communities Benefiting from the LEAP Programme.

In all, a total of 833 beneficiaries are benefiting from the LEAP programme in the Metropolis (424 females and 409 males). The Assembly is also enrolling beneficiaries onto the e-zwich card to enhance the use of Electronic Payment System which is a model being introduced by the Ministry of Gender, Women and Social Protection (MGWSP). As at First Quarter 2017, Twenty (20) beneficiary households have been rolled onto the platform with an amount of GH¢660.00 provided as Operational Fund. Expansion of the LEAP is also being considered under the Phase 2A Exercise. Under this Phase, the Assembly registered 409 new

beneficiaries. The EBAN access card is also being implemented for the aged in the Assembly to give priority access to social services at banks, hospitals, transport stations, etc. and to enjoy 50% rebate on Metro. Mass Transport Services.

Table 1.32: List of Communities Benefiting from the LEAP Programme

No.	Communities	No. of Households
1.	Tema New Town	41
2.	Community 1	66
3.	Community 4	3
4.	Community 7	34
5.	Manhean	24
	Totals	416

Source: Social Welfare and Community Development Dept. (TMA), 2016

1.19.3 Persons With Disabilities (PWDs)

Another vulnerable group in the metropolis is Persons With Disabilities (PWDs). This group of people are discriminated against and are deprived their basic rights especially when it comes to finding work in the metropolis (Refer to Table 1.33). The proportion of persons with disability is 2.5percent out of the total population of the Tema Metropolis. Again, the sex composition of the population with disability indicates that, the proportions of males and females are almost on the par both recording 2.4 percent and 2.5% percent respectively. Most of these physically challenged although educated still find themselves begging on the streets. As a result of these, the disability fund in the metropolis is being applied to help address various problems faced by these groups of people. Some of these activities include: support for income generating activities, provision of employable skills and provision of equipments to enable them live on their own and get out of the streets.

Table 1.33: Population by type of locality disability type and sex

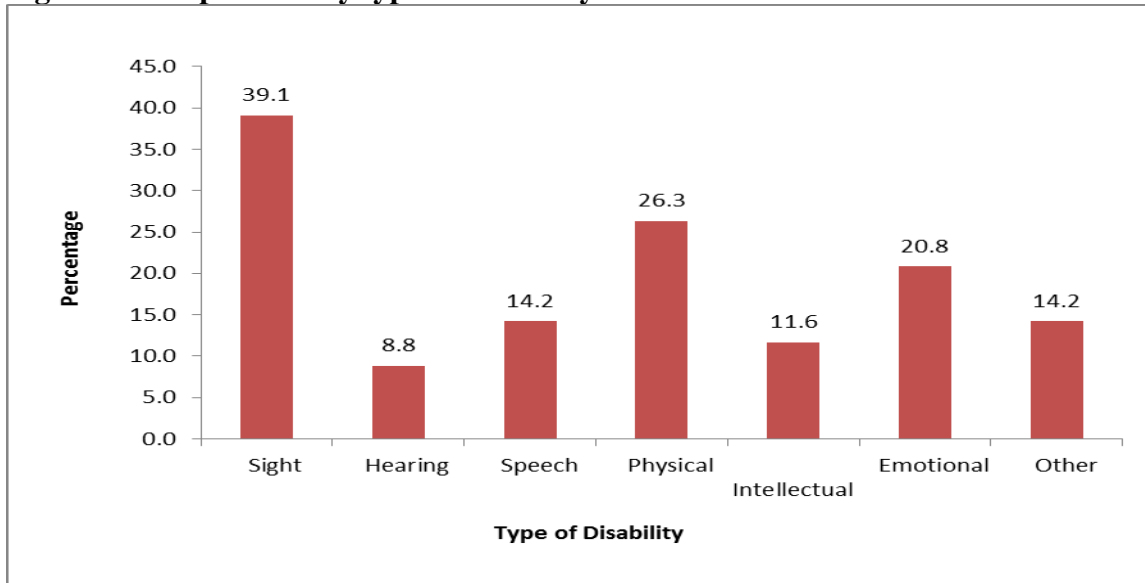
	Both sexes		Male		Female	
	Number	percent	Number	percent	Number	percent
Total	292,773	100.0	139,958	100.0	152,815	100.0
No disability	285,504	97.5	136,534	97.6	148,970	97.5
With a disability	7,269	2.5	3,424	2.4	3,845	2.5
Sight	2,843	39.1	1,287	37.6	1,556	40.5
Hearing	640	8.8	291	8.5	349	9.1
Speech	1,031	14.2	597	17.4	434	11.3
Physical	1,914	26.3	887	25.9	1,027	26.7
Intellectual	845	11.6	446	13.0	399	10.4
Emotional	1,514	20.8	645	18.8	869	22.6
Other	1,032	14.2	517	15.1	515	13.4
Urban						
Total	292,773	100.0	139,958	100.0	152,815	100.0
No disability	285,504	97.5	136,534	97.6	148,970	97.5
With a disability	7,269	2.5	3,424	2.4	3,845	2.5
Sight	2,843	39.1	1,287	37.6	1,556	40.5
Hearing	640	8.8	291	8.5	349	9.1
Speech	1,031	14.2	597	17.4	434	11.3
Physical	1,914	26.3	887	25.9	1,027	26.7
Intellectual	845	11.6	446	13.0	399	10.4
Emotional	1,514	20.8	645	18.8	869	22.6
Other	1,032	14.2	517	15.1	515	13.4
Rural						
Total	-	-	-	-	-	-
No disability	-	-	-	-	-	-
With a disability	-	-	-	-	-	-
Sight	-	-	-	-	-	-
Hearing	-	-	-	-	-	-
Speech	-	-	-	-	-	-
Physical	-	-	-	-	-	-
Intellectual	-	-	-	-	-	-
Emotional	-	-	-	-	-	-
Other	-	-	-	-	-	-

Source: Ghana Statistical Service, 2010 Population and Housing Census

1.19.4 Types of Disability

There are six (6) major types of disabilities observed in the 2010 Population and Housing Census of which all can be found in the Tema Metropolis. Figure 1.2 presents a pictorial view of population by type of disability in the Tema Metropolis. Disability by sight recorded the highest with a 39.1 percent, while Physical disability is the second most predominant disability in the Metropolis with 26.3 percent respectively. Emotional disability recorded about 21 percent of the total population with disability in the Metropolis. It is further observed from the figure that Disability by hearing is the least disorder recorded in the Metropolis with about 9 percent of the entire population.

Figure 1.2: Population by type of Disability



Source: Ghana Statistical Service, 2010 Population and Housing Census.

1.19.5 The Position of Women

The result of the marginalization is that they are easily disposed to all forms of abuse; male chauvinism, domestic violence mostly against women compared to their male counterparts, lack of proper parental care, denial of paternity, and interest of the physically challenged pushed to the background during project designs and the general lack of access to quality education and health care.

Women constitute 52% (2010 PHC) of the Metropolis population and comprise about 70% of the female economically active population. In the metropolis where a sex ratio of 92 (i.e. 92 male to 100 female), and a high dependency ratio of 51.3% a larger proportion of females head households (32.2%) exists. Most of the women however have no regular source of remittance. The domestic roles of women such as care giving, home maintenance, etc. By this it implies that, women are therefore often saddled with the responsibility of providing food, shelter, clothes and in some cases the payment of school and hospital fees.

The low income earned by these women, therefore, is inadequate to meet the needs of their households, hence their disadvantaged positions economically. Furthermore, the rising cost of child maintenance, increasing rate of divorce, pre-marital child bearing and increasing un-partnered adolescent fertility all combined to put increasing burdens on women.

Also in the traditional legal systems, the perceptions of female roles combine with the above description to ensure that the allocation of resources favor male counterparts as compared to women. Some negative traditional practices have conspire in no small measure towards worsening the lot and the general position of women in the metropolis. As mentioned earlier, a study of the enrollment figures for schools in the district shows that more girls than boys get enrolled in school and as they progress up the educational ladder more of the girls drop out of school. This has serious implications for the girl-child.

Also, in the decision making process of the General Assembly, there are only four (4) females out of a total membership of 51 Assembly Members. This implies that only few women take part in the decision making process of the Assembly. This has implications on the attainment of the goal 5 of the Sustainable Development Goals (SDGs)-achieve gender equality and empower all women and girls.

Furthermore data from the Metropolitan Health Directorate shows that maternal mortality in the metropolis has reduced from 235/100,000 births in 2009 to 49/100,000 births in 2016. This clearly shows the Assembly has made giant steps in reducing the challenges associated with maternal deaths. In comparison to the year 2016 regional figure which stood at 194, it could be inferred that the Assembly is on its way of eliminating the deaths associated with maternal mortality, hence, on the path of attaining the SDGs (i.e. Goal 3). These can be attributed to the government initiative to provide free antenatal and postnatal care, the construction of CHPS compounds to serve as the first point of health care to mothers, the distribution of treated mosquito nets to reduce the incidence of malaria among pregnant mothers, etc.

1.19.6 Child Labour

The worst forms of child labour such as child trafficking for fishing, prostitution; household services etc. are predominant in most communities. Studies have shown that communities along the coast are very much involved in these activities. The vulnerability and poverty of women in the Metropolis, affect children and in most cases, these children are in the vicious cycle of poverty whereby they have to labour for the upkeep of the family. They are engaged in hazardous activities like street hawking, street begging, stealing, etc. This phenomenon though trivial, endangers the youthful population as it has the potential to lead same into bigger crimes in the future. Some of these children grow up to become hardened criminals. The Metro. Assembly in collaboration with Department of Social Welfare and Community Development as well as other NGOs are working hard to turn around these unfortunate development.

1.20 Cross-Cutting Issues

1.20.1 Gender

To ensure that all segments of the population play their roles and responsibilities effectively to enhance total development, the Metro. Assembly specifically mainstream gender in all programmes and projects. In line with this, the Assembly has initiated a number of programmes and projects aimed at mainstreaming gender into the development process.

Some of these are:

- The formation of Gender and Sports Sub-committee
- Establishment of the Gender Desk to address all gender related issues in the metro.
- Support to Persons With Disabilities (PWDs),
- Support to small to medium size enterprises under MASLOC
- Sensitization and training of women in leadership skills and gender mainstreaming
- Stimulating Local Economic Development (LED)
- The construction of institutional toilets for schools with changing rooms for girls
- Collection and analysis of gender statistics for planning and implementation
- Gender reporting in the metropolis

1.20.2 Information and Communication Technology (ICT)

Information and Communication Technology (ICT) is described as the Technology that aids the creation and manipulation of Information and Communication hence it is concerned with the storage, retrieval, manipulation, transmission or receipt of data. ICT plays a key role in the socio-economic development of the country and for that matter Tema Metropolis.

The introduction of ICT as a syllabus in the basic schools shows the commitment of the government to develop human resource at an early age. It is worth mentioning that, the Assembly as part of its contribution towards the development of ICT at the basic level is in collaboration with some development partners to provide ICT centers for some schools within the Metropolis and the introduction of the GIFMIS System at the Metro level to manage financial information.

The Assembly has introduced the application of ICT in revenue collection and management through the use of the Point Of Sales (POS) device and simple SMS System. This has enhanced customer confidence in paying revenue and reduction of leakage in revenue. Furthermore, the Assembly engaged the services of an IT Consultancy firm in the valuation and re-valuation of landed properties in the Metropolis. The firm is able to capture up to date data on structures in three dimensions through the use of Geo-Referencing. This has enabled the Assembly to capture all new properties that have been constructed without manually going closer to the structures. The lack of access to properties including those attributed to the danger of wild-dogs, absentee households, etc. has been eliminated. The introduction of the ICT System therefore has increased the Assembly's revenue at least 25% compared to previous years.

1.20.3 Environmental Situation

Interaction between the physical and the natural environment has revealed remarkable changes over the years. The natural environment has suffered a remarkable degradation largely due to urbanization and the growing nature of the Metropolis. Aside this; the activities of industries, estate developers, corporate organizations, fishermen and individuals have also contributed greatly to the degradation of the natural environment.

Also, wind and rain water erosion has equally affected the natural environment. These include floods, leaching, puddles, potholes, gullies thereby leading to destruction of properties and loss of lives. This situation has resulted in urban agriculture lands being compromised for unplanned human habitation. The end result of the above is the rapid development of slums, dumping of waste at unauthorized places such as corners of uncompleted structures, bushes, drains, car parks, etc. predisposing the inhabitants to sanitation related diseases such as malaria, typhoid, cholera among others. The Ramsar Site which serves as a very good ecological system is heavily encroached. Several efforts by the Assembly to stop the attitude of the people have proved futile due to the complexity of stakeholders and interest of people in it. The Assembly is therefore devising strategies to restore the Ramsar site to its original significance.

To address this situation, the Assembly has initiated several programmes and projects under the GAMA to reduce the poor environmental sanitation practices in the Metropolis. Also, the formation of anti-slum taskforce to stop the springing up of unauthorized developments in the Metropolis will go a long way to address some of these problems.

1.20.4 Climate Change and Green Economy

The Southeastern coastal plain of Ghana, which encompasses the Tema Metropolis, is one of the hottest and driest parts of the country. It lies in the coastal savannah zone of Ghana and therefore enjoys a dry equatorial climate. Mean annual rainfall ranges between 730mm to 790mm. The rainy season is usually from April to July (major rainy season) and from September to November (minor rainy season). The highest amount of rain is experienced in May, June and early July. Temperatures are high all year round with significant daily and seasonal variations. The annual average temperatures.

Temperatures are however subjected to occasional and minimal moderating influences along the coast. Temperatures are appreciably high for most parts of the year with the highest during the main dry season (November – March) and lowest during the short dry season (July – August). They average a few degrees lower on the coast and close to the Akwapim range than they do over most of the plains. The absolute maximum temperature is range between 25°C and 30 °C in the major rainy season while in the minor season temperatures range between 34 °C and 40 °C. Humidity varies from 60% - 80% (or more) in the wet season to less than 30% in the dry season. Winds, generally of low velocity, blow over the area from the South during the day and evening and from the West in the night and early morning.

The Green Belt is a scheme that affects parts of the areas of the Metropolis. The scheme seeks to maintain land uses and interim planning controls generally in the Green Belt designated areas. It also seeks to promote sound environmental protection and sustainable human settlement development and also serves as assembly point in case of disaster. The scheme also outlines indicatively residential, agricultural and natural reserve areas, as well as land use restrictions and enforcement schedules. The implication for development in the Green Belt designated areas are such that special permits would have to be obtained for all kinds of development that fall within the Green Belt.

With regards to Green Economy, the Assembly is collaborating with Environmental Protection Agency (EPA) and United Nations Environment Programme (UNEP) to implement the Green Economy Transition in Africa Programme. As discussed earlier, TMA is a pilot Assembly under the programme which is to segregate waste at source in selected communities such as community 10, 6, 4. Funding is currently being sourced to translate the plan into action.

The entire Metropolis generates about 500 metric tons of solid waste and receive about 1,207 metric tons of solid waste per day. The compositions are: Plastic 18.7%, Organics 47.5%, Metals 2.2%, Bottles/Glasses 2.0%, Textiles 6.3%, Woods 0.1%, Paper and Cartons 16.5%, Mixed Waste 6.7% and Electronic Waste i.e. e-waste (TMA, 2016). Additionally, it is estimated that about 200,000 cubic metres of sewage is generated per day and they all go through the sewerage system. The need for TMA to adopt waste separation in order to over turn the notion of waste as a problem to waste as a resource can therefore not be over-emphasized.

1.20.5 Science, Technology and Innovation (STI)

The need to ensure that inhabitants of the Metropolis including the school children and the under-privileged are not left out in the STI consciousness is very critical. This was underscored at the special summit called the World Summit on the Information Society (WSIS) held in Geneva in 2003. The objective was to bridge the global digital divide that

separated the developed countries from the developing world by improving access to the internet.

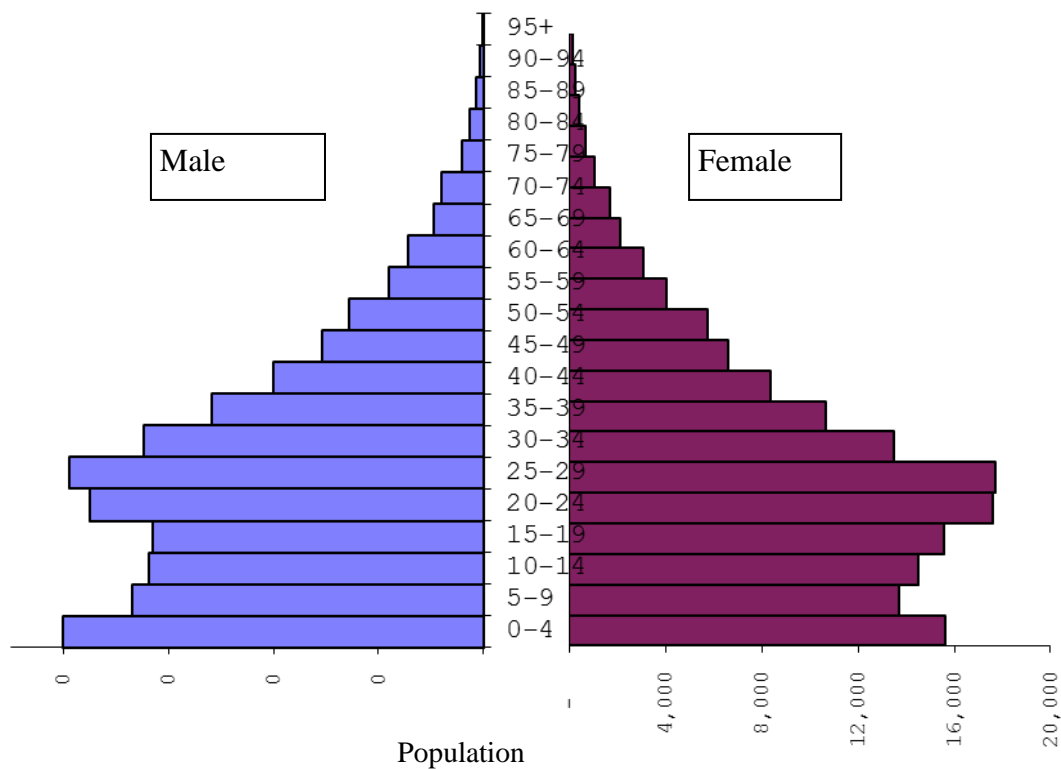
Governments, particularly those in the developing world are thus challenged to facilitate the provision of STI to lead the development process. So far, there is low response in the Metropolis regarding STI. Efforts at STI have been geared toward Science, Technology and Mathematical Education (STME) for girls. The Assembly will need to seriously prioritise STI and collaborate effectively with the private sector to accelerate STI development.

1.20.6 Population /Demographic Issues

The most fundamental demographic parameter is the number of individuals within a population (Lebreton *et al.*, 1992). According to the 2010 PHC the total population of the Metropolitan was 292,773, and that the Metropolis has no rural settlements. The distribution of the population of Tema Metropolitan area shows that the age group 25-29 recorded the highest population with 11.4 percent whilst age groups 90-94 and 95-99 had the least population which represent 0.1 percent respectively. On average, there are more females than males in the metropolis with a male -female ratio of 92:100. This means that for every 100 females in the Metropolitan area, there are approximately 92 males. The 2010 PHC indicates that the total age dependency ratio for Tema Metropolis for both sexes is 50%. The male age dependency ratio is 51.3 percent while that of the female is 48.7 percent.

Figure 1.3 displays a population pyramid for male - female population which shows that, the Tema Metropolis has a youthful population with the age cohorts 0-4, 20-24 and 25-29 having the highest male and female population. The figure further indicates that the age-sex structure is broad based, indicating a high concentration of people with younger age.

Figure 1.3: Population pyramid depicting the Age and Sex Structure



Source: Ghana Statistical Service, 2010 Population and Housing Census

Regarding the age dependency ratio, the 0-14 year group is the (children population), the 15-64 years (working population) and 65+ years (the aged population). Table 1.34 reveals that a total of 195,191 (102,700 females and 92,491 males) representing 66.6 percent of the total population falls within the working population, 10.6 percent falls within the children's population and 3.9 percent falling within the aged population. Females dominate the working population with 52.6 percent while males had 47.4 percent. In the case of the aged population, females dominate with 53.8 percent endorsing the fact that females have long life span as compared to males (46.2%).

Table 1.34: Age dependency ratio by type of locality

Age Group	Sex				Type of locality	
	Both Sexes	Male	Female	Sex ratio	Urban	Rural
All Ages	292,773	139,958	152,815	91.6	292,773	-
0-14	85,933	42,132	43,801	96.2	85,933	-
15-64	195,231	92,491	102,740	90.0	195,231	-
65+	11,609	5,335	6,274	85.0	11,609	-
Age-dependency ratio	50.0	51.3	48.7		50.0	

Source: Generated from 2010 Population and Housing Census data, 2010

Fertility, Mortality and Migration

Fertility deals with human childbearing or reproduction (Edward Oppong Aboagye, 2010). The census report also reveals that Tema Metropolis has the third highest female population of 89,924 representing 7.5 percent of the number of women in the 15-49 age group in the Greater Accra Region. Coincidentally, the metropolis also recorded 6,138, a total number of births in last 12 months during the 2010 PHC representing 6.7% of births which is also the third highest in the Greater Accra region.

Mortality or death rate measures the frequency or the number of death to the total population. A number of mortality measures were derived from the 2010 PHC data. The Tema Metropolitan area recorded 7.3 percent (292,773) of the total regional population of (4,010,054). However, Tema metropolis recorded a 7.5 percent in terms of the total number of deaths and the district crude death rate (4.4 per1000 deaths) is above the regional average of 4.3 per 1000 deaths.

It is observed that 132,370 people, representing 79.5 percent of the population enumerated in Tema Metropolis were born outside the Greater Accra Region. Again, 20.5 percent were born in the Greater Accra Region, 17.4 percent were born in the Eastern Region, the highest region of migration, and 4.2 percent were born outside Ghana. Regarding those born outside Greater Accra Region and who had live in the Metropolis for more than 20 years, over half (56.3%) of them come from the Western (28.0%) and the Central region (28.3%).

1.20.7 Strategic Environmental Assessment (SEA)

To ensure the integration of environmental issues for overall sustainability of the Metro programmes and projects, the Assembly prepares the Strategic Environmental Assessment (SEA) plan. This is to ensure that Projects Policies, Projects and Programmes (PPP) that impact negatively on the environment are addressed.

The objective of the SEA report is to subject the PPPs of the Tema Metropolitan Assembly to SEA tools with the view of refining PPPs in order to mainstream environmental conditions into the DMTDP. Thus, the preparation of the SEA brought to the fore the likely negative impacts of some activities to be implemented in the DMTDP 2018-2021. These negative impacts are largely due to human activities.

1.20.8 Public Relations

The active involvement of the public in the development process of the Assembly is fundamental to accelerated service delivery. To ensure that the Assembly relates well with the public, several activities are implemented aimed at directly and indirectly involving the people. The Assembly has prioritized stakeholder engagement both at the sub-metros through the print and the electronic media. In addition to this, the Assembly has a committee (PRCC) that addresses complaints and grievances from the public. This committee is chaired by the presiding member. In order to ensure openness, transparency and good governance. The committee receives complaints made against the conduct of members and staff of the Assembly by the public and make recommendations to the Assembly. They also ensure aggrieved citizens get fast and fair hearing.

The Assembly continues to adhere to the service delivery standards of ensuring transparency, participation, accountability, value for money, client focus as well as effective and efficient use of resources in its relationship with the public.

1.20.9 Private Sector Involvement

The private sector is recognized as one of the key stakeholders in the work of the Assembly. The Assembly cannot do it all without the active involvement and participation of private sector organizations. In this direction, the private sector in the Metropolis continues to provide services either directly or indirectly in the area of revenue mobilization, consultancy services, projects implementation and construction supervision, capacity building and also Public-Private-Partnership projects.

The Assembly's major role has continued to be providing the enabling environment for the private sector to flourish. Over the years the Assembly has concentrated its resources in the delivery of services that are of public good. These were largely in the area of road infrastructure, security, promulgation of bye-laws and ensuring its enforcement, increasing access to courts for justice, etc. all aimed at providing the enabling environment that the private sector needs to support the development process of the Metropolis.

1.20.10 Public sector organizations

Public sector organizations equally play key role in the provision of socio-economic infrastructure and basic service to the people. The role of the public sector entities is more of technical backstopping and direct provision of services to inhabitants. These services are largely basic but critical to the development of the Metropolis as well as for use domestically. They include: electricity, water, energy, etc.

Some of these organizations are regulated under the national laws but are members of statutory mandated committees of the Assembly to ensure that the delivery of their services are factored into the development plans of the Assembly. Their efficiency is therefore critical to both the inhabitants and for private sector development.

Institutional capacity

Institutional Capacity Assessment Tool helps institutions to assess capacity and identify strengths and areas for improvement in light of best practices. Some of the key areas of capacity include: Leadership, Monitoring and Evaluation, Communication, Strategy and Planning and Policies and Practices for effective project implementation. The MPCU members and key staff of the assembly have the relevant skills to support the implementation of the DMTDP (See Table 1.35).

Regarding infrastructure, Tema Metro has existing office infrastructure and currently building a 4storey office complex to urgent the existing one. TMA also has two sub-metros and are all operating at full capacity. Logistics such as vehicles, equipment, machines etc. also exist to facilitate project implementation. Most of the vehicles are however not in good condition to facilitate project monitoring and evaluation. This gap therefore needs to be filled.

Table 1.35: Institutional Capacity of TMA

No.	NAME	SEX	DESIGNATION	STAFF STRENGTH AND QUALIFICATION
1.	Mr. Samuel Donkor	Male	Metro. Co-ordinating Director	Masters
2.	Mr. Mohammed A. Amadu	Male	Metro. Dev't Planning Officer	Masters
3.	Mr. Hope Dziekpor	Male	Metro. Budget Officer	Masters
4.	Mr. Fredrick Doe	Male	Metro. Finance Officer	Masters/ ACCA,
5.	Dr. John Yabani	Male	Metro. Director of Health Services	PhD
6.	Lawyer Emmanuel Avenorgbo	Male	Metro. Legal Solicitor	LLM
7.	Mr. Solomon Noi	Male	Metro. Director, Waste Management Department	Masters
8.	Mr. Benjamin Bampoh	Male	Metro. Director, Department of Urban Roads	Degree
9.	Mrs. Magaret Nsiah Asamoah	Female	Metro. Director of Education	Masters
10.	Ms. Matilda Mahama	Female	Metro. Director of Social Welfare & Community Development	Masters
11.	Mr. Edem Nyadudzi	Male	Head, DoT	Masters
12.	Mr. Patrice Allotey	Male	Metro. Directorate, Natural Resources Conservation, Forestry, Games and Wildlife Division	Masters

13.	Mrs. Zenabu Abdulai	Female	Head, NADMO	Masters
14.	Mr. Daniel Boadu	Male	Metro. Directorate of Agriculture	Masters
15.	Mrs. Francisca Okyere	Female	Metro. Director Physical Planning	Masters
16.	Mr. Maxwell Adu Boateng	Male	Metro. Director of Works	Degree
17.	Hon. Joseph Korto	Male	Nominee of the Metro. Assembly	Diploma
18.	Mr. Robert Amiteye	Male	Rep. Civil Society	Degree
19.	Hon. Naa Agbo	Female	Rep. Traditional Authority	Diploma
20.	Mr. Isaac Kwame Antwi	Male	Rep. NCCE	Degree
21.	Mr. Mathias Blay	Male	Rep. NYA	Degree
22.	Mr. Ernest Zume	Male	Rep. ISD	Degree
23.	Mrs. Vida Eyram Degbor	Female	Rep. Birth and Death	Degree
24.	Mr. Oko Dadzie	Male	Rep. GNFS	Degree

Source: TMA/MDPU, 2017

Management and Capacity Index

The management capacity index was also analysed and an average score of 7.1 was obtained. This implies that TMA has the required capacity to manage and implement the plan. Details are presented in Table 1.36.

Table 1.36: MPCU Capacity and Management Index

Indicator	Score = 1	Score = 5	Score = 10	Indicator Average
Qualifications of personnel	Most staff do not have the required education	Some staff have the required education	All staff have the required education	8.6
Staff Compliment	There are numerous key positions that are unfilled	Most key positions are filled but there are still gaps	All positions in the DPCU positions are filled	8.9
M&E Skills & Knowledge	Most staff do not have the requisite M&E skills and knowledge	Some staff have requisite M&E skills and knowledge	All staff have requisite M&E skills and knowledge	7.4
Availability	Funds available do not meet basic	Funds available to meet basic	Funds available meet basic costs, as	6.1

of Funds	cost requirements	costs, but will not allow DPCU to carry out all activities in the M&E plan	well as enable DPCU to carry out all activities in the M&E plan	
Utilization of Funds	Resources are spent at the discretion of management and not in pre-approved areas	Some resources are spent as approved by the DA, but management continues to direct some funds inappropriately	Resources are spent as budgeted in accordance with the DMTDP	7.4
Timely Access to Funds	Funds released 12 months behind schedule	Funds released 6 months behind schedule	Funds released on schedule	8.1
Leadership	Leadership is not able to address development needs due to low motivation, corruption, or lack of qualification	Leadership can complete short term tasks, but is not dynamic or able to envision the medium to long term development	Leadership is dynamic and motivates the DA staff and members to work together for long term development	6.4
Management	The full complement of management is not available, and what is present does not have the skills to direct DPCU activities	Partial complement of management but not able to handle all functions e.g. planning, budgeting, financial reporting, M&E, etc.	There is a full complement of management and technically skilled to handle all functions	8.7
Workload	Workload is so high that staff must work overtime to complete even basic administrative tasks	Workload forces staff to work overtime to complete planning and M&E functions	Staff can complete all jobs within regular working hours	5.1
Motivation/ Incentives	Basic central government Motivation/Incentives exist but are not accessible	Some central government motivation/incentives are accessible (training, maternity leave, overtime	Central government motivation/incentives are easy to access and development partners' incentives also exist	5.0

		payment, etc)		
Equipment/ Facilities	Office space, furniture, and other facilities are woefully inadequate	Office space is adequate, but furniture and other facilities are lacking for some staff	All staff have access to appropriate office space, furniture and other facilities	6.5
Total				7.1

Source: TMA/MDPU, 2017

Water security

The government of Ghana continues to fight to find solution to the perennial water crisis that hits rural and urban communities in the country. Tema is faced with such challenges as human activities as well as commercial ventures have made a precarious situation even worse for locals as analysed in the profile. Water bodies, which used to serve as intakes for water treatment plants providing potable water for urban communities, are either dying off or have been so polluted that it does not make economic or social sense to continue treating water from them for human consumption. In Tema, the only potable water source is from Kpong water works. Tema's underground water system has several challenges as the salinity level of the underground water is generally high. However, water coverage within the Metropolis is about 98% but connection to individual homes still remains a challenge for the Assembly. Official records say that Tema reel under a 35 million-gallon water supply deficit. However, a new 40 million gallon treatment plant is being built on the Accra Plains to bridge this gap. Activities such as farming, dumping of liquid and solid waste into rivers and streams, bush burning etc. have implication for water security. These activities result in seasonal water shortages, resulting in the reliance on unconventional sources and expensive processes of water production and distribution to meet growing water demands.

Natural and man-made disasters

Over the years, Ghana has experienced a sharp alteration in its weather that has recently resulted in widespread flooding. The Tema Metropolitan area is one of such areas that has been affected by this natural phenomenon. The floods have caused devastating impact to people's health, safety and destruction to properties and livelihood. This has caused destruction to houses and properties in the Tema Community 5, 19, 20 and Tema Newtown areas. The reported flooding within the Metropolis is likely to cause so much devastation that the Assembly is unable to cope and or even recover from it, as manufacturers and businesses were also severally affected by the floods. Some business are losing their investments in production, communities are helplessly being displaced and infrastructure such as roads and buildings are collapsing and being destroyed. As a result of that, some storm drains are being constructed in some selected communities to be able to withstand the floods and gutters that are choked with rubbish and silt are being desilted and cleaned to allow free flow of water. Apart from this, the actions of some individuals also cause some man-made disasters to occur, for example the building on water ways and pouring of sand in drains by contractors. According to the

Natural resource utilization

Tema has host of a number of industries. For instance, the country's biggest Port and Harbour facilities are situated in Tema, and they contribute substantially to the revenue of the State as well as the metropolis. The Tema Harbour was officially opened to traffic in February 1962

to aid the transport of goods and services. It has the main Harbour, the Fishing Harbour, Shipyard and Dry-dock which is capable of docking both large and medium size fishing vessels capable of taking large vessels of 61,000 Dead Weight Tonnes (DWT). The present state of Tema Harbour is undergoing massive port expansion project. Apart from reclaiming portions of land from the sea, the harbour is being expanded to become one of the biggest in Africa. Tema also have canoe beach where smaller boats and canoes dock.

Tema also has a number of tourist attraction as a result of its natural resource endowment. Key among them include: The Meridian Stone, The Greenwich Meridian, Ave Maria Health and Wellness Resort, Tema Manhean and Sakumono beach. The Sakumono beach hosts the Titanic. The Titanic beach is one of the newly developed beaches in the Tema Metropolis. It has mostly wooden structures of about twenty to thirty at the beach front close to the main road. In addition to that, the metropolis also boasts of fertile lands that are also good for agriculture and as such, inhabitants grow food crops and vegetables.

Settlements

The built up area of the Metropolis is made up of the well planned communities, beach fronts and the industrial area. The residential areas (both well planned and squatter settlements) form about 60% of the total land area with industrial and commercial areas making up the remaining 40% of land cover. The squatter settlements are usually found in areas such as Tema Manhean, parts of Community 1, and the industrial areas. Recent observations have shown that, residential areas in the CBD are gradually giving way to commercial activities thereby manifesting the theory of ‘invasion and succession’.

The construction of some houses in waterways, and the proliferation of other unauthorised structures contributes to flooding. This is especially a problem in communities such as Tema Mahean, Community 1. Vegetation cover also continues to be reduced by the creation of new housing estates. Land that was used for agricultural purposes has been lost to housing development. This situation not only has implication for the environment, but also the livelihoods of those who farm agricultural lands.

Culture

Currently, there are two major traditional areas in the Tema Metropolitan Area, namely Tema (Newtown) and Nungua. The traditional festivals celebrated by the people are namely Kplodzoo and Homowo. “Kplodzoo” is celebrated between March and April whiles “Homowo”, which literally means Hooting at hunger is celebrated from August to September every year. During these festivals people from all walks of life in the traditional area are brought together for the celebration. The indigenous occupation of the people is fishing and is forbidden for fishermen to go to sea on Tuesdays. This deprives fishmongers and others engaged in fishing activities of their income for the day, and as such some form of revenue is lost to the Assembly.

The original settlers of Tema are the Ga-Dangme’s. However, because it is a popular destination of migrants, several ethnic groups can be found here. The dominant ethnic groups are the Akan, Ga-Dangme and Ewe. Other fairly well represented groups are the Mole-Dagbani and the Guans. The diverse nature of the inhabitants fosters interethnic tolerance and social solidarity that has promoted peace and harmony in the district. This has also reduced ethnocentrism.

Security

Almost all the Communities within Tema Township have access to Police stations with exception of the peri-urban communities. The implications of the strategic locations of these Polices stations is that general violence / crime has significantly reduced or have been curbed. Coordination of the Police intra stations has relatively reduced armed robbery giving sound and safe environment of the Metropolis. Quite apart from the police, there are also other security agencies such as the Army, Fire Service and the Navy that indirectly to continue to support the police in ensuring total peace to the metropolis.

Nutrition and Food Security

Tema is an urban metropolis dominated by manufacturing and commercial activities. But agriculture also contributes significantly to the nutritional base of the local economy. About 11 percent of households in the Metropolis are engaged in crop farming. Households engaged in Livestock rearing constitute 3.3 percent, while few of them are engaged in tree planting, horticulture and related services. Fish Farming has very minimal representation in the metropolis which constitutes 1 percent (Metro Profile, 2017). It must however be noted that, farmers in Tema are not able produce enough to feed the entire population. As such, food stuff such as grains, tubes etc. are brought from other regions to supplement local production. Food security conditions have been bolstered by the harvest of grains from August through to September and October, contributing to an increase in the percentage of households relying on other farming communities for food products. The improvement in household food access has aided an increase in household food consumption. With a 100kg bag of maize currently selling at GH¢126.00, the price of maize is now at its lowest level since the beginning of year 2018.

This section also analyses the nutritional status of the population of Tema. The purpose of nutritional screening is to rapidly identify patients at high nutritional risk. The following analyses the nutritional status of Children 0 to 59 months:

- Breastfeeding Initiation 67%
- Exclusive Breastfeeding 52%
- Introduction of Solid Foods 61%
- Vitamin A Supplementation 6 to 59 months 54%
- Underweight 0 to 59 months 4.4 %
- Anaemia 6 to 59 months 60%
- Stunting growth 10%
- Wasting 3.7%

Adolescence is characterized by the growth spurt, a period in which growth is very fast. It is known that, during this time, physical changes affect the body's nutritional needs, while changes in one's lifestyle may affect eating habits and food choices. Adolescent nutrition is therefore important for supporting the physical growth of the body and for preventing future health problems. All parents should therefore pay particular attention to the nutritional needs of their teenagers. The important nutrients that need to increase during this time period include energy, protein, calcium and iron. The following adolescent nutritional information (i.e. BMI) has been captured for children between 10 – 19 years:

- Obese 1%
- Overweight 16%
- Underweight 13%

Similarly, 28.1% of pregnant women have been identified to have Anaemia at the time of registration while 51.2% of the effects have been observed after 36 Weeks for 2017. That notwithstanding, women 15 to 49 years have also been observed to have the following indicators:

- Overweight 57.3%
- Anaemia 42%
- Underweight 6%

However, Men 15 to 49 years have relatively less of the above conditions.

- Overweight 16%
- Underweight 10%

Poverty, inequality and social protection

The dramatic growth of cities in the developing world has brought with it a new challenge—widespread and increasing urban poverty (UNDP, 2000). As a result, antipoverty initiatives have traditionally targeted rural areas, which were presumed to have been worse off than urban areas. But the problems of poor city dwellers have become more pressing, including the issues of how the urban poor earn their livelihoods and the ways in which this affects key indicators of human welfare, such as food security and nutrition, especially of children. In Tema for instance, absolute poverty is seen to be higher in areas such as Tema Newtown and Bankuman.

As a result, social protection programmes such as LEAP, School Feeding, Health Insurance among others have been implemented in the Metropolis to reduce hardship and improve the livelihood of the extremely poor, the vulnerable and the excluded persons in society. The target groups are the orphans, pregnant women and the aged over 65 years without productive capacity. In all, a total of 833 beneficiaries are benefiting from the LEAP programme in the Metropolis. The Assembly is also enrolling beneficiaries onto the e-zwich card to enhance the use of Electronic Payment System which is a model being introduced by the Gender Ministry.

Expansion of the LEAP is also being considered under the Phase Three to enroll 30 more communities unto the programme. Under this Phase, the Assembly registered 409 new beneficiaries. The EBAN access card is also being implemented for the aged in the Assembly to give priority access to social services at banks, hospitals, transport stations, etc. and to enjoy 50% rebate on Metro Mass Transport Services. Also, support has also been provided for Persons With Disabilities (PWDs) in the metropolis. This group of people are discriminated against and are deprived their basic rights especially when it comes to finding work in the metropolis. The proportion of persons with disability is 2.5percent out of the total population of the Tema Metropolis. Again, the sex composition of the population with disability indicates that, the proportions of males and females are almost on the par both recording 2.4 percent and 2.5% percent respectively. Most of these physically challenged although educated still find themselves begging on the streets. As a result of these, the disability fund in the metropolis is being applied to help address various problems faced by these groups of people. Some of these activities include: support for income generating activities, provision of employable skills and provision of equipment to enable them live on their own and get out of the streets.

Settlements

The built up area of the Metropolis is made up of the well planned communities, beach fronts and the industrial area. The residential areas (both well planned and squatter settlements) form about 60% of the total land area with industrial and commercial areas making up the remaining 40% of land cover. The squatter settlements are usually found in areas such as Tema Mahean, parts of Community 1, and the industrial areas. Recent observations have shown that, residential areas in the CBD are gradually giving way to commercial activities thereby manifesting the theory of ‘invasion and succession’.

The construction of some houses in waterways, and the proliferation of other unauthorised structures contributes to flooding. This is especially a problem in communities such as Tema Mahean, and part of Community 1. Vegetation cover also continues to be reduced by the creation of new housing estates. Land that was used for agricultural purposes has been lost to housing development. This situation not only has implication for the environment, but also the livelihoods of those who farm agricultural lands.

Culture

Currently, there are two major traditional areas in the Tema Metropolitan Area, namely Tema (Newtown) and Nungua. The traditional festivals celebrated by the people are namely Kpledzoo and Homowo. “Kpledzoo” is celebrated between March and April whiles “Homowo”, which literally means Hooting at hunger is celebrated from August to September every year. During these festivals people from all walks of life in the traditional area are brought together for the celebration. The indigenous occupation of the people is fishing and is forbidden for fishermen to go to sea on Tuesdays. This deprives fishmongers and others engaged in fishing activities of their income for the day, and as such some form of revenue is lost to the Assembly.

The original settlers of Tema are the Ga-Dangme’s. However, because it is a popular destination of migrants, several ethnic groups can be found here. The dominant ethnic groups are the Akan, Ga-Dangme and Ewe. Other fairly well represented groups are the Mole-Dagbani and the Guans. The diverse nature of the inhabitants fosters interethnic tolerance and social solidarity that has promoted peace and harmony in the district. This has also reduced ethnocentrism.

Security

Almost all the Communities within Tema Township have access to Police stations with exception of the peri-urban communities. The implications of the strategic locations of these Polices stations is that general violence / crime has significantly reduced or have been curbed. Coordination of the Police intra stations has relatively reduced armed robbery giving sound and safe environment of the Metropolis. Quite apart from the police, there are also other security agencies such as the Army, Fire Service and the Navy that indirectly to continue to support the police in ensuring total peace to the metropolis.

Local economic development

The main object of the LED action is to promote Human Development, Productivity and Employment as a priority area for the local economic development in an environmentally sustainable manner giving priority to indigenous women groupings and economically active

but unemployed youth. It is hoped that, TMA’s LED will lead to the expansion and deepening of the industrial base with the consequent benefit to the metropolis and improving the socio-economic wellbeing of its citizens. For the past years, significant interventions have been implemented in the metropolis to boost local economic development. Some of these interventions include:

- Support for the distribution of Outboard Motors
- Fishing rake(net) for fish mongers
- Provide business start-up capital for PWDs in the metropolis
- Provide training programme in Basket Weaving for 100 selected vulnerable persons (30male/70female)
- Self-help projects e.g. support to community 6 residence association

In 2016, the Assembly has also submitted proposal for consideration under the Commonwealth Local Government Forum (CLGF) programme to promote LED in the Tema Metropolis. The goal of the project is to ensure change in the mindset of our people in Tema on the Local Economic Development as a catalyst for effecting Strategic Development Goals (SDG). The proposal has been accepted and a 12 member committee constituted to work on the project. The first tranche of the funds has been released to kick start the programme. Major components of the programme include: the development of LED strategy for TMA, community awareness creation, provision of start -up kits for beneficiaries and LED catalytic programme. The project will serve indigenous women groups and economically active but 4,205 unemployed youth, Business Associations, Artisans, Fisher Folks and the Vulnerable.

1.21 Summary of Key Development Problems/Issues/Gaps

Below is a list of key development problem/issues from the performance review and situation analysis.

Table 1.37: Summary of Key Development Issues of GSGDA II

Thematic areas of GSGDA II	Key Identified issues (as harmonised with inputs from the performance review, profiling and community needs and aspirations)
Ensuring and Sustaining Macroeconomic Stability	➤ Poor state of market infrastructure
Enhancing Competitiveness of Ghana’s Private Sector	➤ Cumbersome land administration procedures

Accelerated Agricultural Modernisation and Sustainable Natural Resource Management	<ul style="list-style-type: none"> ➤ Cumbersome land administration procedures ➤ Choked and collapsed drains within the Metropolis ➤ Poor implementation of the land use planning schemes ➤ Poor patronage of domestic tourism ➤ Inadequate land for agriculture production and agric businesses ➤ Inadequate sanitation facilities in schools ➤ Poor sanitation within the business environment ➤ Ineffective waste collection and management systems ➤ Weak central sewer infrastructure leading frequent spillage of sewage/effluent ➤ Inadequate landfill site ➤ Indiscriminate dumping of refuse ➤ Poor attitudinal and behavioral change towards environmental sanitation
Oil and Gas Development	<ul style="list-style-type: none"> ➤ Inadequate capacity in the oil and gas industry
Infrastructure and Human Settlements	<ul style="list-style-type: none"> ➤ Poor state of roads/ transportation infrastructure ➤ Frequent power outages that hinder the growth of small medium and large scale production ➤ High cost of energy ➤ Inadequate office infrastructure ➤ Unreliable internet services
Human Development, Productivity and Employment	<ul style="list-style-type: none"> ➤ Limited employment opportunities for the youth ➤ Inadequate /lack of employable skills ➤ High cost of rental stores that cut off the low income group ➤ Indiscriminate open defecation ➤ Proliferation of unauthorized shops and stores due to inadequate market facilities ➤ Low academic performance ➤ Poor maintenance of educational infrastructure ➤ Encroachment of public school lands ➤ Poor state of sports infrastructure ➤ Inadequate teaching and learning materials ➤ Low coverage of the LEAP programme as a welfare system ➤ Weak enforcement of Assembly's bye-laws and other legislations ➤ Inadequate opportunities for the development of talents in the metropolis
Transparent, Responsive and Accountable Governance	<ul style="list-style-type: none"> ➤ Institutional bottlenecks ➤ Poor information management systems ➤ Insecurity due to the activities of armed robbers and thieves ➤ Revenue leakages ➤ Untapped tourism potentials ➤ Low information on local tourism

Source: TMA/MPCU, 2018

CHAPTER TWO

DEVELOPMENT ISSUES

2.1 Introduction

This section is devoted to harmonization of Community Needs and Aspirations with identified key development gaps/problems/issues and the prioritization of issues obtained from chapter one. The prioritization is based on the following criteria: impact of the activity on large proportion of the citizens especially, the poor and vulnerable; significant linkage effect on meeting the basic human needs/rights in the metropolis; significant multiplier effect on the local economy (attraction of enterprises, job creation, increases in incomes and growth, etc.) as well as impact on even development in the metropolis. With issues that have spatial manifestation, special attention was given to projects with the aim of bridging the inequality that creates urban poverty. Again, special attention was paid to cross-cutting issues such as gender inequality, HIV and AIDs, green economy, environmental concerns and climate change and population growth, etc.

2.2 Harmonization of Community Needs and Aspirations with identified key development gaps/problems/issues (from the review of performance and profile)

A summary of prioritized community needs and aspirations shows that the Tema Metropolitan Assembly in collaboration with other development partners and the private sector practitioners need to do more in terms of infrastructure development to increase access to basic infrastructure to improve upon the living standards of the people. The prioritized community needs include; the inadequate educational infrastructure, health infrastructure, electricity supply especially to the peri-urban areas, potable water and sanitation, poor state of road infrastructure, weak sewer lines and in-sanitary conditions, inadequate market infrastructure, inadequate micro credit facilities and lack/inadequate entrepreneurial skills and inadequate employment opportunities. Details of these summarized community needs and aspirations (See Table 2.2) are prioritized and captured in the Composite Programme of Action and the Annual Action Plans for the metropolis.

In relation to gaps identified from the review of the implementation of 2014-2017 Medium Term Development Plan, about 88% of the overall projects/ programmes has been implemented. The performance review however indicated that some projects were not undertaken due to funding gaps. The community needs identified were harmonized and related to the development gaps/issues under the performance review of the GSDGA II. To ensure harmony, each community need was scored against the key development gaps/issues under the performance review as indicated in the scale of 0 to 2 below (See Table 2.1).

Table 2.1: Likert Scoring Scale

Definition	Score
Strong relationship	2
Weak relationship	1
No relationship	0

Source: NDPC, 2016

Table 2.2: Community Needs and Aspirations and identified key Development Gaps

No.	Community Needs and Aspirations	Identified Key Development Gaps/Problems/Issues	Score
1.	Limited engagement of the private sector in the development process	Inadequate /lack of employable skills	2
2.	Inadequate financial support for small scale industries (farmers /fishmongers etc.)	Inadequate access to financial support	2
3.	Internal rehabilitation of roads/speed rumps/ by-pass road/expansion of road	Poor state of roads/ transportation infrastructure	2
4.	Bad state of markets infrastructure	Poor state of market infrastructure	2
5.	High refuse collection fees / problem of revenue collectors not accepting part payment	Poor maintenance of educational infrastructure	1
6.	Drainage problems/ uncovered drains/ Prevalence of mosquito due to uncovered drains	Choked and collapsed drains within the Metropolis	2
7.	Long trailers plying the inner roads causing damage to roads	Institutional bottlenecks	1
8.	Inadequate playground /open spaces for the public	Inadequate opportunities for the development of talents in the metropolis	2
9.	Lack of office space for sub-metro	Inadequate office infrastructure	2
10.	Unauthorized structures/ development	Weak enforcement of Assembly's bye-laws and other legislations	2
11.	Lack of sanitary facilities e.g. Toilet, solid waste, liquid waste	Poor attitudinal and behavioral change towards environmental sanitation	2
12.	Abandoned Police Post	Poor information management systems	1
13.	Low coverage of the LEAP programme as a welfare system	Low coverage of the LEAP programme as a welfare system	2
14.	Solid waste collection challenges and liquid waste management issues	Poor attitudinal and behavioral change towards environmental sanitation	2
15.	Insecurity in public schools and health facilities (encroachment /unlawful entry)	Encroachment of public school lands	2
16.	Noise making by churches	Negative attitudinal and behavioral change towards environmental sanitation	2
17.	Poor state of market infrastructure	Proliferation of unauthorized shops and stores due to inadequate market facilities	2
18.	Prevalence of teenage pregnancy	Limited employment opportunities for the youth	2
19.	Limited sheds for fishmongers	Cumbersome land administration procedures	1
20.	Vulnerability in case of fire outbreak due to lack of fire station and some fire hydrants also covered	Unreliable internet services	1
21.	Environmental pollution caused by stray animals, burning of waste, affluence from industries and human excreta	Poor sanitation within the business environment	2
22.	Prevalence of social vices	Rising cases of domestic violence	2
23.	Unemployment and youth development	Inadequate /lack of employable skills and Limited employment opportunities for the youth	2
24.	Issues of open defecation in Manhean	Inadequate sanitation facilities in schools	2
25.	Inadequate/non-availability of low cost market infrastructure	High cost of rental stores that cut off the low income group	2
26.	Low agriculture productivity (crops and livestock)	Reduction in crop and livestock production	2

27.	Bad nature of roads in the metropolis	Poor state of roads/ transportation infrastructure	2
28.	Lack of irrigation facilities	Inadequate land for agriculture production and agriculture businesses	2
29.	No linkages in the production, processing and marketing of agriculture products	Frequent power outages that hinder the growth of small medium and large scale production	2
30.	Inadequate street lights	Inadequate local capacity for the development of the oil and gas sector	0
31.	Congestion at the existing Manhean Clinic	Inadequate health infrastructure	2
32.	Inadequate speed ramps and lay byes	Inefficient Public Transport system	1
33.	Lack of mechanised irrigation system for all round agriculture	Inadequate land for agriculture production and agric businesses	2
34.	Delays in land acquisition for development	Takeover of lands from agric to real estate development	2
35.	Lack of social facilities like market facilities , community centre and lorry stations	Existence of communication gap between the public and private sectors	2
36.	Inadequate education on sanitation leading to indiscriminate disposal of waste	Ineffective waste collection and management systems	2
37.	Open drains and frequent blockage of the sewer line	Weak central sewer infrastructure leading frequent spillage of sewage/effluent	2
38.	Unauthorised parking in the metropolis	The emergence of unauthorized development	2
39.	Inadequate skip/refuse containers	Indiscriminate dumping of refuse	2
40.	Depreciation of tree population and the issue of green belt	Overgrowth of weeds within the Metropolis	2
41.	Inadequate final disposal sites	Inadequate landfill site	2
42.	Inadequate toilets and drains	Indiscriminate open defecation	2
43.	inadequate refuse dumping facilities	Inadequate skip containers for refuse collection	2
44.	Poor sanitation and delays in refuse collection	Indiscriminate dumping of refuse	2
45.	Chocked drains	Choked drains within the Metropolis	2
46.	Weak development control	Poor implementation/enforcement of the land use planning schemes	2
47.	Irregular flow of Water and limited coverage in some areas	Irregular flow of water	2
48.	Limited health facilities in the peri-urban areas	Inadequate health facilities in peri-urban communities	2
49.	Prevalence of child labour (house helps)	Inadequate opportunities for the development of talents in the metropolis	1

50.	Inadequate health personnel	Inadequate health personnel	2
51.	Poor state of health infrastructure	Inadequate office infrastructure	2
52.	Lack of accommodation for health workers	Inadequate accommodation for health staff	2
53.	Poor performance in public basic school	Low academic performance	2
54.	Limited coverage of the street naming and property addressing system	Inadequate logistics	2
55.	Inadequate infrastructure in Public Schools (furniture, fencing, roof etc)	Inadequate educational furniture and other logistics	2
56.	High property rates	Inadequate database for effective engagement of the private sector	2
57.	Inadequate support for sports development and lack of sport stadium at Tema Manhean	Poor state of sport infrastructure	2
58.	Inadequate logistics in schools	Inadequate educational infrastructure	2
59.	Encroachment on government lands (school lands, etc)	Encroachment of public school lands	2
60.	Poor sanitation facilities in schools	Inadequate sanitation facilities in schools	2
61.	Inadequate capacity of community watch dogs (logistics, skills and incentives)	Inadequate security in schools	2
62.	Inadequate teachers in public schools	Inadequate teachers/teaching and learning materials	2
63.	Lack of parental support for education	Uncooperative attitude of some parents toward education	2
64.	Limited number of schools under the GSFP	Inadequate coverage of the Ghana School Feeding Programme (GSFP)	2
65.	Low communal spirit	Poor grass root participation in development process	2
66.	Poor supervision of revenue staff	Revenue leakage	2
67.	Ineffective communication	Poor information flow between the public and the Assembly	2
68.	Insecurity in the metropolis	Insecurity due to the activities of armed robbers and thieves	2
69.	Prevalence of poverty among many households	Poor agric infrastructure	2
70.	Lack of electricity in some of the peri-urban areas	Low information on local tourism	1
71.	Frequent power outages	Inadequate coverage to the national electrification grid	2
72.	High cost of fuel	High cost of energy	2
73.	Underdeveloped tourist sites	Untapped tourism potentials	2
74.	Poor patronage of domestic tourism	Poor development /patronage of domestic tourism	2
	Total		138
	Average score		1.86

Source: MPCU, 2017

After relating the community needs and aspirations to the identified key gaps/problems or issues identified from the performance review of the GSGDA II (2018-2021) as indicated in the table above, an average score of 1.86 was obtained, that is, very high. This implies that, there is a very strong harmony of community needs and the identified key development gaps/issues. Table 2.3 shows Key development issues under GSGDA II with implication for 2018-2021.

Table 2.3: Key development issues under GSGDA II with Implication for 2018-2021

GSGDA II THEMATIC AREA (2014-2017)	Key development issues under GSGDA II with implications for 2018-2021
Ensuring and Sustaining Macro-Economic Stability	Poor state of market infrastructure
	Inadequate access to financial support
	Cumbersome land administration procedures
Enhancing Competitiveness of Ghana's Private Sector	Revenue leakage
	Unreliable internet services
	Weak central sewer infrastructure leading frequent spillage of sewage/effluent
	Proliferation of unauthorized shops and stores due to inadequate market facilities
	Cumbersome land administration procedures
	Existence of communication gap between the public and private sectors
	Poor sanitation within the business environment
Accelerated Agricultural Modernisation and Sustainable Natural Resource Management	Takeover of lands from agric to real estate development
	Inadequate land for agriculture production and agric businesses
	Encroachment of public school lands
	Poor agric infrastructure
	Reduction in crop and livestock production
	Inadequate land for agriculture production and agriculture businesses
Oil and Gas Development	Inadequate local capacity for the development of the oil and gas sector
Infrastructure and Human Settlements	Poor implementation/enforcement of the land use planning schemes
	Irregular flow of water
	Inadequate health facilities in peri-urban communities
	Poor maintenance of educational infrastructure
	High cost of rental stores that cut off the low income group
	Inadequate educational infrastructure
	Encroachment of public school lands
	Poor state of sport infrastructure
	Inadequate office infrastructure
	Inadequate health infrastructure
	Inadequate sanitation facilities in schools
	Inefficient Public Transport system
	Inadequate sanitation facilities in schools
	Inadequate educational furniture and other logistics

	Inadequate database for effective engagement of the private sector
	Inadequate office infrastructure
	Poor state of roads/ transportation infrastructure
	Inadequate landfill site
	Choked and collapsed drains within the Metropolis
Human Development, Productivity and Employment	Inadequate coverage of the Ghana School Feeding Programme (GSFP)
	Inadequate accommodation for health staff
	Low coverage of the LEAP programme as a welfare system
	Untapped tourism potentials
	Low academic performance
	Indiscriminate open defecation
	Inadequate skip containers for refuse collection
	Inadequate /lack of employable skills
	Inadequate opportunities for the development of talents in the metropolis
	Inadequate health personnel
	Inadequate teachers/teaching and learning materials
	Uncooperative attitude of some parents toward education
	Poor attitudinal and behavioral change towards environmental sanitation
	Ineffective waste collection and management systems
	Inadequate coverage to the national electrification grid
	High cost of energy
	Frequent power outages that hinder the growth of small medium and large scale production
	Poor attitudinal and behavioral change towards environmental sanitation
	Inadequate opportunities for the development of talents in the metropolis
	Transparent, Responsive and Accountable Governance
Poor development /patronage of domestic tourism	
Low information on local tourism	
Poor grass root participation in development process	
Inadequate security in schools	
Inadequate logistics	
Rising cases of domestic violence	
The emergence of unauthorized development	
Indiscriminate dumping of refuse	
Overgrowth of weeds within the Metropolis	
Poor information flow between the public and the Assembly	
Poor information management systems	
Insecurity due to the activities of armed robbers and thieves	
Institutional bottlenecks	

Source: MPCU, 2018

Having identified the key development issues under GSGDA II with implication for 2018-2021 interventions, the stakeholders went further to link the identified issues under the GSGDA II and this was link to the NMTDPF 2018-2021. This is to ensure, that all on-going programmes and projects are factored into the New Plan for continuity and completion.

This resulted in getting the fit between the thematic areas of GSGDA II, the development issues with implications for 2018-2021, vis-a- vis the goals, issues and strategies of the NMTDPF, 2018-2021 as indicated in Table 2.4.

Table 2.4: Identified Development Issues under GSGDA II and NMTDPF, 2018-2021

GSGDA II, 2014-2017		NMTDPF 2018-2021		
Thematic Areas	Issues	Thematic Areas	Issues	Strategies
Economic development Enhancing Competitiveness of Ghana's Private Sector	Poor state of market infrastructure	1. Build a prosperous society	Limited access to credit by SMEs	3.4.6 Develop modern markets and retail infrastructure in every district to enhance domestic trade
	Inadequate access to financial support		Limited access to credit by SMEs	3.4.6 Develop modern markets and retail infrastructure in every district to enhance domestic trade
	Revenue leakage	2. Create opportunities for all	Limited capacity and opportunities for revenue mobilisation	2.3.1 Enhance revenue mobilization capacity and capability of MMDAs
	Proliferation of unauthorized shops and stores due to inadequate market facilities		Poor enforcement of regulations and statutes	12.1.3 Ensure quality in all aspects of construction
	Cumbersome land administration procedures		Cumbersome land acquisition process	15.1.1 Continue on-going land reforms to address title and ownership to land
	Existence of communication gap between the public and private sectors		Weak capacity of development communication institutions	11.1.5 Establish institutional structures for development communication at all levels of governance
	Takeover of lands from agric to real estate development		Loss of trees and vegetative cover	6.2.2 Accelerate programmes to significantly reduce environmental risks and ecological scarcity focusing on energy, agriculture, forestry and waste sectors
	Inadequate land for agriculture production and agric businesses		Loss of trees and vegetative cover	6.2.2 Accelerate programmes to significantly reduce environmental risks and ecological scarcity

				focusing on energy, agriculture, forestry and waste sectors
	Inadequate local capacity for the development of the oil and gas sector		Inadequate educational and institutional capacity to support local expertise and skills development in the oil and gas industry	11.6.1 Develop local capability in all aspects of the oil and gas value chain
	Inadequate land for agriculture production and agriculture businesses		Inadequate access to land for agriculture production	4.6.4 Design and implement special programmes to build the capacity of the youth in agricultural operations
	Reduction in vegetable, crop and livestock production		Low productivity and poor handling of livestock/poultry products	4.7.3 Ensure effective implementation of METASIP to modernise livestock and poultry industry for development
	Poor agric infrastructure		Poor infrastructure to catalyze agriculture modernization and rural development	17.1.2 Promote rural enterprise development, financial inclusion, service delivery, capacity building and local economic development
Environment , Infrastructure and Human settlements	Inadequate health facilities in peri-urban communities	3.Safeguard the natural environment and ensure a resilient, built environment	Gaps in physical access to quality health care	2.1.2 Expand and equip health facilities
	Poor maintenance of educational infrastructure		Inadequate funding source for education	1.3.5 Establish monitoring and evaluation systems in planning management units
	High cost of rental stores that cut off the low income group		Limited access to credit by SMEs	3.4.6 Develop modern markets and retail infrastructure in every district to enhance domestic trade
	Inadequate educational infrastructure		Inadequate funding source for education	1.3.5 Establish monitoring and evaluation systems in planning management units

	Encroachment of public school lands		Weak enforcement of planning and building regulations
	Poor state of sport infrastructure		Inadequate and poor sports infrastructure
	Inadequate health infrastructure		Gaps in physical access to quality health care
	Inadequate sanitation facilities in schools		Poor sanitation and waste management
	Inefficient Public Transport system		Poor transportation management particularly in urban areas
	Inadequate educational furniture and other logistics		Poor quality of education at all levels
	Inadequate database for effective engagement of the private sector		Poor quality ICT services
	Poor state of roads/ transportation infrastructure		Poor transportation management particularly in urban areas
	Inadequate landfill site		Poor sanitation and waste management
	Choked and collapsed drains within the Metropolis		Poor sanitation and waste management
	Inadequate coverage of the Ghana School Feeding Programme (GSFP)		Limited coverage of social protection
			16.1.1 Fully implement Land Use and Spatial Planning Act, 2016 (Act 925)
			14.1.1 Adopt a national framework for the development and maintenance of sports and recreation facilities
			2.1.2 Expand and equip health facilities
			5.4.9 Provide public education on solid waste management
			8.1.3 Develop a more rigorous public transport system to help alleviate congestion in urban areas
			1.1.10 Expand infrastructure and facilities at all levels
			9.1.9 Develop and maintain online database for all categories of all properties and provide secured data access
			8.1.3 Develop a more rigorous public transport system to help alleviate congestion in urban areas
			5.4.9 Provide public education on solid waste management
			5.4.9 Provide public education on solid waste management
			7.1.9 Promote implementation of policies that increase enrolment and retention in schools such as

			programmes targeting children	the School Feeding Programme and Capitation Grant
	Inadequate accommodation for health staff		Poor quality of healthcare services	2.1.2 Expand and equip health facilities
	Cumbersome land administration procedures	4. Build a prosperous society.	Cumbersome land acquisition process	15.1.1 Continue on-going land reforms to address title and ownership to land
	Poor implementation of the land use planning schemes		Inadequate spatial plans for regions and MMDAs	16.1.5 Strengthen the human and institutional capacities for effective land use planning and management nationwide
	Weak central sewer infrastructure leading frequent spillage of sewage/effluent		Poor sanitation and waste management	5.4.9 Provide public education on solid waste management
	Unreliable internet services		Poor quality ICT services	9.1.8 Improve the quality of ICT services, especially internet and telephony and content using community members
	Inadequate parking space for haulage trucks and tankers		Inadequate truck terminals	8.7.4 Develop integrated truck staging and management systems
Social Development	Low coverage of the LEAP programme as a welfare system		Inadequate and limited coverage of social protection programmes for vulnerable groups	10.1.14 Develop and implement productive and financial inclusion alongside the LEAP cash grant to facilitate the graduation of LEAP beneficiaries from the cash transfer programme
	Untapped tourism potentials		Limited leverage of Ghanaian culture in the international arena	1.2.4 Make Ghana a preferred destination for business, education and tourism
	Low academic performance		High school drop-out rates among adolescent girls	4.2.6 Expand technical and vocational education and training to address high school drop-out rate
	Indiscriminate open defecation		High prevalence of	5.4.14 Develop and implement strategies to end

			open defecation	open defecation
	Inadequate skip containers for refuse collection		Worsened environmental pressures in both the coastal and marine zones	3.1.9 Promote efficient solid and liquid waste management in coastal communities
	Inadequate /lack of employable skills		Youth unemployment and underemployment among rural and urban youth	13.1.10 Develop and implement apprenticeship and employable skill training for out-of-school youth and graduates
	Inadequate opportunities for the development of talents in the metropolis		Youth unemployment and underemployment among rural and urban youth	13.1.7 Develop and implement additional initiatives for youth employment, including promotion of entrepreneurial skills
	Inadequate health personnel		Gaps in physical access to quality health care	2.1.2 Expand and equip health facilities
	Inadequate teachers/teaching and learning materials		Poor linkage between management processes and schools' operations	1.2.8 Ensure adequate supply of teaching and learning materials
	Uncooperative attitude of some parents toward education		Poor linkage between management processes and schools' operations	1.2.2 Build effective partnership with religious bodies, civic organizations and private sector in delivery of quality education
	Poor attitudinal and behavioral change towards environmental sanitation		Poor sanitation and waste management	5.1.11 Enhance implementation of the Polluter Pays Principle in waste management 5.1.13 Review, gazette and enforce MMDAs' bye-laws on sanitation
	Ineffective waste collection and management systems		Poor sanitation and waste management	5.1.11 Enhance implementation of the Polluter Pays Principle in waste management 5.1.13 Review, gazette and enforce MMDAs' bye-laws on sanitation

	High cost of energy		Weak collaboration between stakeholder institutions	5.1.14 Develop efficient energy technologies
	Weak enforcement of Assembly's bye-laws and other legislations	3. Maintain a stable, united and safe society	Poor sanitation and waste management Poor planning and implementation of sanitation plans	5.1.13 Review, gazette and enforce MMDAs' bye-laws on sanitation
	Indiscriminate dumping of refuse		Poor sanitation and waste management Poor planning and implementation of sanitation plans	5.1.11 Enhance implementation of the Polluter Pays Principle in waste management 5.1.13 Review, gazette and enforce MMDAs' bye-laws on sanitation
	Poor sanitation within the business environment		Poor sanitation and waste management	5.4.9 Provide public education on solid waste management
	Encroachment of public school lands		Weak enforcement of planning and building regulations	16.1.1 Fully implement Land Use and Spatial Planning Act, 2016 (Act 925)
Governance, Corruption and Public Accountability	Poor grass root participation in development process		Weak involvement and participation of citizenry in planning and budgeting	2.5.1 Promote effective stakeholder involvement in development planning process, local democracy and accountability
	Inadequate security in schools		Weak enforcement of planning and building regulations	16.1.1 Fully implement Land Use and Spatial Planning Act, 2016 (Act 925)
	Rising cases of domestic violence	Gaps in awareness, advocacy and enforcement of citizen rights and responsibilities	9.1.1 Create enabling legislative and economic environment in support of philanthropies for the vulnerable, weak and excluded, particularly women, children and	

			s	PLWDs
	The emergence of unauthorized development		Weak enforcement of planning and building regulations	16.1.1 Fully implement Land Use and Spatial Planning Act, 2016 (Act 925)
	Poor development /patronage of domestic tourism		Poor tourism infrastructure and Service	6.1.4 Promote and enforce local tourism and develop available and potential sites to meet internationally acceptable standards
	Low information on local tourism		Poor tourism infrastructure and Service Low skills development	6.1.4 Promote and enforce local tourism and develop available and potential sites to meet internationally acceptable standards
	Poor information management systems		Lack of a comprehensive database of public policies	4.1.4 Strengthen capacity of research and statistical information management of MDAs and MMDAs

Source: TMA, 2018

2.3 Adopted Goals and Issues of DMTDP of the Assembly

The DMTDP goals (2018-2021) and Sub-goals were further linked to the adopted issues of the Assembly based on the NMTDPF. The sets of the two issues were matched to determine their relationships in terms of similarity for adoption. Similar issues identified were replaced with those from NMTDP together with their corresponding goals, sub-goals as indicated in Table 2.5.

Table 2.5: Adopted Goals and Issues of SMTDP of TMA

DMTDP Goals 2018-2021	DMTDP Sub-Goals 2018-2021	Adopted Issues
Build a prosperous society	Promote and sustain microeconomic efficiency	Limited access to credit by SMEs
	Promote and sustain microeconomic efficiency	Limited access to credit by SMEs
	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive	Cumbersome land acquisition process
	Increase share of high-value services in overall exports.	Poor tourism infrastructure and Service

	Increase share of high-value services in overall exports.	Poor tourism infrastructure and Service Low skills development
	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive	Lack of a comprehensive database of public policies
2. Create opportunities for all Ghanaians	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive governance	Limited capacity and opportunities for revenue mobilisation
	Build resilient infrastructure	Inadequate truck terminals
	Encourage growth and development of high-value services (such as ICT, finance, health, education, and technical services)	Poor quality ICT services
	Ensure availability and sustainable management of water and sanitation for all	Poor sanitation and waste management
	Make cities and human settlements inclusive, safe, resilient and sustainable	Poor enforcement of regulations and statutes
	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive	Cumbersome land acquisition process
	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive	Weak capacity of development communication institutions
	Ensure availability and sustainable management of water and sanitation for all	Poor sanitation and waste management
	Safeguard the natural environment and ensure a resilient built environment	Build resilient infrastructure
Build resilient infrastructure		Loss of trees and vegetative cover
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all		Weak enforcement of planning and building regulations
Build resilient infrastructure		Inadequate educational and institutional capacity to support local expertise and skills development in the oil and gas industry
Promote sustainable agriculture		Inadequate access to land for

		agriculture production
	Promote sustainable industrialization	Low productivity and poor handling of livestock/ poultry products
	Promote sustainable industrialization	Poor infrastructure to catalyze agriculture modernization and rural development
Maintain a stable, united and safe society	Make cities and human settlements inclusive, safe, resilient and sustainable	Inadequate spatial plans for regions and MMDAs
	Ensure availability and sustainable management of water and sanitation for all	Inadequate access to water services in urban areas
	Reduce income and spatial disparities	Gaps in physical access to quality health care
	Encourage growth and development of high-value services (such as ICT, finance, health, education, and technical services)	Inadequate funding source for education
	Promote and sustain microeconomic efficiency	Limited access to credit by SMEs
	Encourage growth and development of high-value services (such as ICT, finance, health, education, and technical services)	Inadequate funding source for education
	Make cities and human settlements inclusive, safe, resilient and sustainable	Weak enforcement of planning and building regulations
	Achieve Gender equality and empower all women and girls	Inadequate and poor sports infrastructure
	Reduce income and spatial disparities	Gaps in physical access to quality health care
	Ensure availability and sustainable management of water and sanitation for all	Poor sanitation and waste management
	Build resilient infrastructure	Poor transportation management particularly in urban areas
	Ensure inclusive and equitable quality education and promote lifelong learning	Poor quality of education at all levels
	Build resilient infrastructure	Poor quality ICT services
	Infrastructure Maintenance	Poor transportation management particularly in urban areas
	Ensure availability and sustainable management of water and sanitation for all	Poor sanitation and waste management

	Ensure availability and sustainable management of water and sanitation for all	Poor sanitation and waste management
	Achieve Gender equality and empower all women and girls (5)	Limited coverage of social protection programmes targeting children
	Reduce income and spatial disparities	Poor quality of healthcare services
	Reduce income and spatial inequality	Inadequate and limited coverage of social protection programmes for vulnerable groups
	Increase share of high-value services in overall exports.	Limited leverage of Ghanaian culture in the international arena
	Create ample opportunities for employment and decent work	High school drop-out rates among adolescent girls
	Ensure availability and sustainable management of water and sanitation for all	High prevalence of open defecation
	Ensure availability and sustainable management of water and sanitation for all	Worsened environmental pressures in both the coastal and marine zones
	Reduce income and spatial inequality	Youth unemployment and underemployment among rural and urban youth
	Reduce income and spatial inequality	Youth unemployment and underemployment among rural and urban youth
	Reduce income and spatial inequality	Gaps in physical access to quality health care
	Encourage growth and development of high-value services (such as ICT, finance, health, education, and technical services)	Poor linkage between management processes and schools' operations
	Encourage growth and development of high-value services (such as ICT, finance, health, education, and technical services)	Poor linkage between management processes and schools' operations
	Ensure availability and sustainable management of water and sanitation for all	Poor sanitation and waste management
	Ensure availability and sustainable management of water and sanitation for all	Poor sanitation and waste management
	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive	Weak collaboration between stakeholder institutions

	Ensure availability and sustainable management of water and sanitation for all	Poor sanitation and waste management Poor planning and implementation of sanitation plans
	Ensure availability and sustainable management of water and sanitation for all	Poor sanitation and waste management Poor planning and implementation of sanitation plans
	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive	Weak involvement and participation of citizenry in planning and budgeting
	Make cities and human settlements inclusive, safe, resilient and sustainable	Weak enforcement of planning and building regulations
	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive	Gaps in awareness, advocacy and enforcement of citizen rights and responsibilities
	Make cities and human settlements inclusive, safe, resilient and sustainable	Weak enforcement of planning and building regulations

Source: MPCU, 2018

In summary, the performance review of the 2014-2017 DMTDP, the analysis of the existing situation led to the proper understanding and appreciation of the various development challenges facing the Assembly. This led to the identification of key development gaps/problems/issues on one hand, and the community needs and aspirations of the people on the other hand. Each community's needs and aspirations was matched against the summarized key development issues and scored to attain an average score of 1.86, implying a strong relationship between the two.

Furthermore, identified Development Issues under GSGDA II and NMTDPF (2018-2021) were matched together leading to the adoption of goals and issues of the DMTDP (2018-2021) of the Assembly. This ensured a strong linkage between GSGDA II and NMTDPF development issues. To conclude, the above mentioned discussion necessitated the need for the prioritisation of all the development issues identified which is thoroughly considered in chapter two.

The prioritization is in recognition of the fact that limited financial and human resource has hindered the implementation of most development plans. In view of this fact, the stakeholders in collaboration with the planning team ranked and identified the following goals as the key development priorities for accelerated development and improved socio-economic conditions of the people in the Metropolis. The development priorities identified are indicated in Table 2.6.

Table 2.6: Prioritized Key Development Problem/Issues

UNIT LEVEL RANKING/WEIGHT	1 ST	2 ND	3 RD	4 TH	5 TH	6 TH	TOTAL WEIGHTED SCORE	U/T/A LEVEL RANKING
	20	16	12	8	4	1		
COMMUNITY NEED								
Construction /rehabilitation of school Blocks and educational infrastructure	20 (400)	16 (256)	12 (144)	-	4 (16)	1 (1)	817	7 th
Provision of market infrastructure	20 (400)	16 (256)	12 (144)	8 (64)	-	1 (1)	861	6 th
Provision of sewer infrastructure to reduce frequent spillage of sewage	20 (400)	16 (256)	12 (144)	8 (64)	4 (16)	1 (1)	881	1 st
Provision of health infrastructure, logistics and health equipments	20 (400)	16 (256)	12 (144)	8 (64)	4 (16)	1 (1)	880	2 nd
Ensure the implementation of the land use planning schemes	20 (400)	16 (256)	12 (144)	-	-	-	800	11 th
Promote good sanitation practices within the business environment	20 (400)	16 (256)	12 (144)	-	4 (16)	1 (1)	817	7 th
Provision of landfill site and reduce indiscriminate dumping of refuse	-	16 (256)	12 (144)	8 (64)	4 (16)	1 (1)	481	21 st
Provide parking space for haulage trucks and tankers	20 (400)	-	12 (144)	8 (64)	4 (16)	1 (1)	625	13 th
Provision of public/household Toilets for low income areas	20 (400)	16 (256)	12 (144)	-	4 (16)	1 (1)	817	7 th
Provision of Markets	20 (400)	16 (256)	12 (144)	8 (64)	-	1 (1)	865	3 rd
Provision of Health Facilities	-	16 (256)	12 (144)	8 (64)	4 (16)	1 (1)	481	21 st
Provision of potable Water	20 (400)	16 (256)	12 (144)	8 (64)	-	-	864	4 th
Provision of roads/ transportation infrastructure	20 (400)	16 (256)	12 (144)	8 (64)	4 (16)	1 (1)	881	1 st
Provide adequate security to reduce the activities of armed robbers	20 (400)	16 (256)	12 (144)	-	4 (16)	-	816	10 th
Provision of ICT technologies for revenue collection to reduce revenue leakages	20 (400)	16 (256)	-	8 (64)	4 (16)	1 (1)	737	12 th
Provision of road infrastructure	20 (400)	16 (256)	12 (144)	8 (64)	-	-	864	4 th
Creation of jobs for the youth	20 (400)	-	12 (144)	8 (64)	4 (16)	1 (1)	625	17 th

Provision of drains to reduce the effects of flooding	20 (400)	-	12 (144)	8 (64)	4 (16)	1 (1)	625	17 th
Provision of land for agric development	-	16 (256)	-	8 (64)	4 (16)	-	336	23 rd
Provision of sports infrastructure	20 (400)	-	12 (144)	-	4 (16)	2 (2)	562	20 th

Source: MPCU, 2018

From the prioritization the provision of roads/ transportation infrastructure and Provision of sewer infrastructure topped the list of priorities (1st) whilst the provision of health infrastructure logistics and health equipments ranked second. However, even though agric is seen as one of the key sectors of the economy of Tema, the provision of land for agric development to facilitate agric activities was ranked last (See Table Table 2.6).

The above mentioned priorities were refined by stakeholders through the analysis of the Metro. Potentials, Opportunities, Constraints and Challenges (POCC) which enhanced the formulation of appropriate strategies for implementation. The result of the POCC analysis under NMTDPF 2018-2021 is indicated below:

2.4 Analysis of the Metro Potentials Opportunities, Constraint and Challenges (POCC) with respect to the Goals of NMTDPF (2018-2021)

The above mentioned priorities were refined by stakeholders through the analysis of the Potentials, Opportunities, Constraints and Challenges (POCC) of the Metropolis which enhanced the formulation of appropriate strategies for implementation. The result of the POCC analysis is indicated in Table 2.7.

Table 2.7: Analysis of Potentials Opportunities, Constraint and Challenges (POCC) of the Metropolis

Issues	Potentials	Opportunities	Constraints	Challenges
Weak central sewer infrastructure leading frequent spillage of sewage/effluent	(i) Availability of funds from the sewer maintenance fees (ii)Willingness on the part of residents to pay for sewer fees (iii)Existence of sanitation court to prosecute defaulters	(i)Availability of the GAMA project to address sanitation issues (ii)Availability of PPP arrangement to support high investment activities in sanitation (iii)Availability of funding sources for sanitation interventions such as UDG,DDF etc.	(i)Negative attitude of people towards sanitation i.e. dumping solid materials into the sewer system	Delays in the release of funds to address sewer challenges (DACF, UDG, DDF)
Conclusion: The availability of strong internal revenue base coupled with funding from the UDG, DDF, PPP will help accelerate the solution to the sewer infrastructure problem.				
Inadequate access to educational infrastructure	(i) Availability of land within the school premises for the construction/ upgrading of schools (ii) Availability of labour (skilled and unskilled) (iii)Existence of potential to generate higher IGF (iv) Presence of Works Department to supervise project implementation	(i) Presence of layouts and land use plans (ii) Availability of support from agencies like GETFund etc. (iii) Support from NGOs and development partners	(i) Inadequate schools infrastructure to accommodate increased enrolment (ii) Inadequate support from PTA to embark on educational projects	(i) Limited budget on the part of some development partners (ii) Delays in the release of funds for project implementation

Conclusion: The timely release of funds from development partners, government agencies combined with increased IGF will address the infrastructure gap in the metropolis.				
Poor state of market infrastructure	(i) Available technical expertise to supervise construction activities (ii) Available building materials (sand, gravel, rocks) for infrastructure development (iii) Availability of Internally Generated Funds to support projects implementation (iv) Availability of a vibrant local economy to support marketing activities	(i) Presence of DACF support for project implementation (ii) TMA enjoys MCA support for market rehabilitation (iii) The presence of PPP arrangement to support high investment in market infrastructure	(i) Limited internally generated fund to support market construction (ii) The lack of periodic maintenance of markets (iii) Congestion at community 1 market (iv) Authorized sitting of temporal/permanent structures that hinder serene environment for marketing	(i) Delays in the release of funds for market infrastructure
Conclusion: timely release of funds combined with regular maintenance will address the poor state of market infrastructure				
Inadequate access to health infrastructure and services	(i) Available technical expertise to supervise construction activities (ii) Available building materials (sand, gravel, rocks) for infrastructure development (iii) Availability of Internally Generated Funds to support the provision of health infrastructure (iv) Availability of Metro. Health Directorate (ii) Availability of the NHIS to boost access to health care	(i) Available funding for health infrastructure from government and donors DACF, etc. (iii) Decentralization of health service delivery	(i) inadequate logistics (ii) Inadequate health professionals (iii) Delays in the reimbursement of service providers under the NHIS	(i) Delays in the transfer of funds to construct health infrastructure (ii)
Ineffective waste collection and	(i) Available environmental health and sanitation unit to carry out environmental and hygiene education activities	(i) Availability of support from the WASH programme	(i) Negative attitudes towards environmental sanitation	(i) Inadequate funding for environmental sanitation

management systems in the metropolis	(ii)Availability of Metro. Waste Management Unit. to support the environmental health department.	(ii)Support from DANIDA in improved hygiene and environmental sanitation (iii)The existence of PPP arrangement	(ii) Inadequate logistics and personnel (iii)Inadequate budgetary allocation for WASH programmes due to competing demands	management
Conclusion: The present PPP arrangements in the collection and management of waste needs to be evaluated for are more efficient and effective systems to be put in place. The acquisition of logistics for waste collection and management in the metropolis is a key input in addressing the challenge.				
Leakage of revenue	(i)Availability of large pool of untapped revenue potentials to be harnessed for increased revenue generation (ii)The presence of small-to-medium and large scale industries to facilitate revenue collection	(i)Availability of software packages such as the use of Point Of Sales (POS) devices to improve revenue (ii)The presence of external auditors to check leakages (iii) High number of corporate organizations to facilitate revenue collection	(i) Inadequate database on ratable items in the metropolis Poor revenue collection (ii) Inadequate monitoring and supervision (iii) Inability on the part of the assembly to revalue and value all ratable properties	(i) Boundary conflict with sister districts
Conclusion: The provision of a robust revenue collection system and management is crucial in blocking the revenue leakages.				
Poor state of roads/ transportation infrastructure	(i)Availability of skilled labour, (ii) Availability of road construction materials e.g. cement and gravels, (iii) Existence of Urban Roads Unit (DUR). (iv) Availability of well-planned road network	(i)Availability of donor funds, (ii) Access to Road Fund, (iii)The existence of National transportation	(i) Inadequate logistics/personnel, (ii) Inadequate IGF (iii)The high cost of road construction/maintenance (iv) Weak	(i) Inadequate GoG funding for road infrastructure (ii) High cost of road construction and maintenance

		Policy (iv) The presence of Bus Rapid Transit (BRT) arrangement	implementation of the axle load policy	
Conclusion: Regular maintenance /investment in the road sector by the government /development partners is crucial in addressing the poor state of road infrastructure. This will stimulate local economic development activities in the area.				
Inadequate parking space for haulage trucks and tankers	(i) Availability of wider reservations to be converted into parking terminals	(i) Private sector interest to invest in commercial parking facilities	(i) Limited open spaces for haulage parking within the CBD and its environs	(i) Increasing number of haulage trucks and tankers from local and international trading partners
Conclusion: The increasing number of haulage trucks and tankers coupled with the current Port Expansion Project provide the potential for additional inflow of trucks into the Metropolis. This provides an avenue for another source of revenue generation either directly by the Assembly or indirectly through partnership with the private sector. The biggest hurdle is the high investment cost needed to undertake such ventures. TMA will continue to liaise with potential investors to get the issue resolved.				
Inability of the Assembly to revalue properties over a longer period	(i) High number of valuable properties (estates, SMEs, large industries, etc.) within the metropolis	(i) There is a general boom in the business environment	(i) High cost of property valuation	(i) Inadequate capacity (in terms of numbers) of the staff of the Land Valuation Division to carry out the task on time
Conclusion: TMA has the potential for accelerated revenue generation if the revaluation exercise is undertaken. Despite the high cost involved, the Assembly has initiated actions and further signed an MOU with the Land Valuation Division for the exercise to be carried out. The exercise has started and in progress.				

Source: Tema Metropolitan Assembly, 2018

Impact Analysis

Impact analysis was also carried out on the issues considered as priorities from the POCC analysis. The POCC Analysis therefore serves as input to the impact analysis. The criteria used are as follows:

- i. Significant linkage effect on meeting basic human needs/rights – e.g. immunisation of children and quality basic schooling linked to productive citizens in future, reduction of gender discrimination linked to sustainable development; increased sanitation and water coverage leading to reduction in sanitation and water related infections.
- ii. Significant multiplier effect on economic efficiency, e.g. attraction of investors, job creation, increases in incomes and growth.
- iii. Impact on: the different population groups (e.g. girls, aged, disabled, minority groups, ‘floating population’, etc.); Balanced development; Natural resource utilisation; Cultural acceptability; Resilience and disaster risk reduction; Climate change mitigation and adaptation; Institutional reforms.
- iv. Opportunities for the promotion of cross-cutting issues such as:
 - HIV and AIDS in terms of the target groups in the sector for targeted interventions e.g. elimination of stigmatisation;
 - Gender equality with respect to practical and strategic needs and interests;
 - Nutrition;
 - Environmental protection and management;
 - ICT development.

All the issues considered have significant impact on meeting basic human needs/rights, multiplier effect on economic efficiency, impact on a cross-section of the population and cross-cutting issues. Examples of issues considered include:

- Weak central sewer infrastructure leading frequent spillage of sewage/effluent
- Inadequate access to educational infrastructure
- Poor state of market infrastructure
- Inadequate access to health infrastructure and services
- Ineffective waste collection and management systems in the metropolis
- Leakage of revenue
- Poor state of roads/ transportation infrastructure
- Inadequate parking space for haulage trucks and tankers
- Inability of the Assembly to revalue properties over a longer period

After carrying out the impact and sustainability analysis, the output (sustainable prioritised issues) is linked to the DMTDP Goals 2018-2021; Sub-Goals and focus areas of the framework. This is presented in Table 2.8.

Table 2.8: Sustainable Prioritised Issues as Categorised under Themes and Goals

DMTDP Goals 2018-2021	Adopted Issues	Focus Area
1. Build a prosperous society	Limited access to credit by SMEs	3. Private Sector Development
	Limited access to credit by SMEs	3. Private Sector Development
	Cumbersome land acquisition process	15. Land Administration and Management
	Poor tourism infrastructure and Service	6. Tourism and Creative Arts Development
	Poor tourism infrastructure and Service	6. Tourism and Creative Arts Development
	Low skills development	6. Tourism and Creative Arts Development
	Lack of a comprehensive database of public policies	4. Public Policy Management
2. Create opportunities for all	Limited capacity and opportunities for revenue mobilisation	2. Local Government and Decentralisation
	Inadequate truck terminals	8. Transport Infrastructure: Road, Rail, Water and Air
	Poor quality ICT services	9. Information Communication Technology (ICT)
	Poor sanitation and waste management	5. Water and Sanitation
	Poor enforcement of regulations and statutes	12. Construction Industry Development
	Cumbersome land acquisition process	15. Land Administration and Management
	Weak capacity of development communication institutions	11. Development Communication
	Poor sanitation and waste management	5. Water and Sanitation
3. Safeguard the natural environment and ensure a resilient built environment	Loss of trees and vegetative cover	6. Climate Variability and Change
	Loss of trees and vegetative cover	6. Climate Variability and Change
	Weak enforcement of planning and building regulations	16. Human Settlements and Housing
	Inadequate educational and institutional capacity to support local expertise and skills development in the oil and gas industry	11. Development Communication
	Inadequate access to land for agriculture production	4. Agriculture and Rural Development
	Low productivity and poor handling of livestock/poultry products	4. Agriculture and Rural Development
	Poor infrastructure to catalyze agriculture	17. Rural Development

	modernization and rural development	
4. Maintain a stable, united and safe society	Inadequate spatial plans for regions and MMDAs	16. Human Settlements and Housing
	Inadequate access to water services in urban areas	5. Water and Sanitation
	Gaps in physical access to quality health care	2. Health and Health Services
	Inadequate funding source for education	1. Education and Training
	Limited access to credit by SMEs	3. Private Sector Development
	Inadequate funding source for education	1. Education and Training
	Weak enforcement of planning and building regulations	16. Human Settlements and Housing
	Inadequate and poor sports infrastructure	14. Sports and Recreation
	Gaps in physical access to quality health care	2. Health and Health Services
	Poor sanitation and waste management	5. Water and Sanitation
	Poor transportation management particularly in urban areas	14. Sports and Recreation
	Poor quality of education at all levels	1. Education and Training
	Poor quality ICT services	9. Information Communication Technology (ICT)
	Poor transportation management particularly in urban areas	8. Transport Infrastructure: Road, Rail, Water and Air
	Poor sanitation and waste management	5. Water and Sanitation
	Poor sanitation and waste management	5. Water and Sanitation
	Limited coverage of social protection programmes targeting children	7. Child and Family Welfare
	Poor quality of healthcare services	8. Health and Health Services
	Inadequate and limited coverage of social protection programmes for vulnerable groups	10. Social Protection
	Limited leverage of Ghanaian culture in the international arena	1. International Relations
High school drop-out rates among adolescent girls	4. Population Management	
High prevalence of open defecation	5. Water and Sanitation	
Worsened environmental pressures in both the coastal and marine zones	3. Coastal and Marine Area Erosion	

	Youth unemployment and underemployment among rural and urban youth	13. Youth Development
	Youth unemployment and underemployment among rural and urban youth	13. Youth Development
	Gaps in physical access to quality health care	2. Health and Health Services
	Poor linkage between management processes and schools' operations	1. Education and Training
	Poor linkage between management processes and schools' operations	1. Education and Training
	Poor sanitation and waste management	5. Water and Sanitation
	Poor sanitation and waste management	5. Water and Sanitation
	Weak collaboration between stakeholder institutions	5. Deforestation, Desertification and Soil Erosion
	Poor sanitation and waste management Poor planning and implementation of sanitation plans	5. Water and Sanitation
	Poor sanitation and waste management Poor planning and implementation of sanitation plans	5. Water and Sanitation
	Weak involvement and participation of citizenry in planning and budgeting	2. Local Government and Decentralisation
	Weak enforcement of planning and building regulations	16. Human Settlements and Housing
	Gaps in awareness, advocacy and enforcement of citizen rights and responsibilities	9. Civil Society, and Civic Engagement
	Weak enforcement of planning and building regulations	16. Human Settlements and Housing

Source: TMA/MPCU, 2018

CHAPTER THREE

DEVELOPMENT PROJECTIONS, ADOPTED GOALS, SUB-GOALS, OBJECTIVES AND STRATEGIES

3.1 Introduction

This chapter discusses the Metropolitan Development goal, adopted goals and sub-goals, development projections, objectives and strategies for the implementation of prioritised activities. A detailed discussion of the compound matrix as well as the risk and opportunities matrix for the strategies. The goal was formulated to reflect on the needs, priorities and aspirations of the people of the Tema Metropolitan Assembly.

3.2 Development Focus

The development focus of the NMTDF (2018-2021) were enshrined in the four thematic goals as follows:

- 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

3.3 Metropolitan Development Focus

The development focus of the Tema Metropolitan Assembly is to improve basic living standards, attain sustained growth, and ensure social protection and equal opportunity for all within a sustainable environment. This can be achieved through efficient revenue mobilization, provision of basic socio-economic infrastructure and related services as well as ensuring sustainable environmental sanitation in partnership with the private sector.

3.4 National Goal

The national goal of the NMTDP (2018-2021) is linked to the four strategic goals of the policy document. Name:

- 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

3.4.1 Broad Metropolitan Goal

The goal of the Tema Metropolitan Assembly's Medium Term Development Plan (2018-2021) is to attain sustained accelerated growth and improve on the standard of living of the people in environmentally sustainable manner.

This is in line with the National Goal five goals indicated in the NMTDP (2018-2021). The Metropolitan goal was subjected to a process of compatibility analysis after series of stakeholder meetings and dialogues to finally arrive at a strong compatibility with the National goal. The Metropolitan goal, objectives and strategies were identified after a series of stakeholder meetings, taking into account the existing Potentials and Opportunities as well as Constraints and Challenges (POCC) facing the metropolis and the priority areas of Government, namely: Restoring the Economy; Revamping of Economic and Social

Infrastructure; Transforming Agriculture and Industry; Reforming the Delivery of Institution of Government and Social Protection and Equal Opportunity for All.

3.4.2 Metropolitan development projections and service requirements for 2018-2021

This section captures the projected population of the metropolis for the plan period 2018-2021 and applied these to determine some social and economic services/ facilities required within the plan period. The result of these projections enabled stakeholders to formulate specific, measurable, achievable, realistic and timely objectives and strategies for implementation.

The Metropolitan population projection was based on the following assumptions:

- (i) The metro growth rate of 2.6% would not change significantly for the four-year plan period.
- (ii) The fertility rate of 2.3% would not change significantly for the four-year period (2010 PHC, 2014).
- (iii) The rate of migration in the metro remains the same.
- (iv) The life expectancy was assumed to remain at 62.4 years within the plan period (WHO, 2016).

3.4.3 Metropolitan projected population

Ghana's population based on the 2010 population and housing census report = 24,658,823

The population of Greater Accra Region based on the 2010 population and housing census	= 4,010,054
The population of Tema Metropolis (including Kpone)	= 402,637
Metropolis Contribution to National population (2010 census)	= 1.6%
The Metropolis Contribution to Regional population (2010 census)	= 10.0%

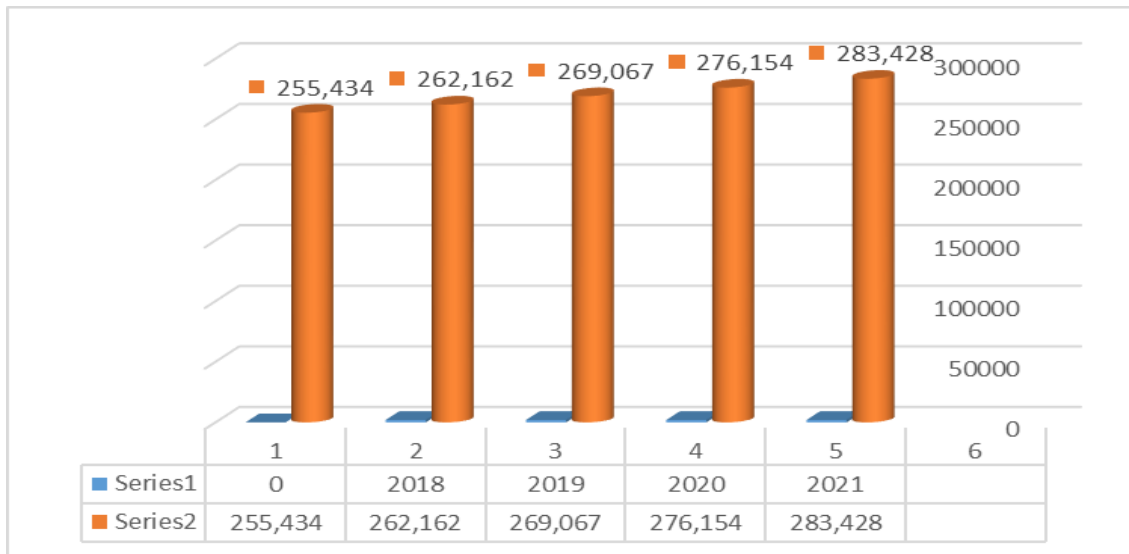
The total population of the metropolis was projected to increase from 292,773 in 2010 to 262,162 in 2018 and to 283,428 for 2021. This signifies a population growth rate of about 2.6% per annum between the plan periods 2018-2021. Table 3.1 and Figure 1.4 shows the metropolis' population projections from 2010 to 2021.

Table 3.1: Population Projection from 2018 to 2021 based on the 2010 census

Year	Population (Projected) [Pt= PoE ^{rt}]	Growth Rate (%)
2010**	292,773	2.6
2017	255,434	2.6
2018	262,162	2.6
2019	269,067	2.6
2020	276,154	2.6
2021	283,428	2.6

Source: Tema Metropolitan Assembly, 2018

Figure 1.4: Population Projection from 2018 to 2021 based on the 2010 census



Source: Tema Metropolitan Assembly, 2018

3.5 Metropolitan Social Service Needs Based on Projected Populations

3.5.1 District Health Needs

The health needs of the people were classified and analyzed based on three levels namely:

- (i) Level A: Community Clinics/ Rural Clinics
- (ii) Level B: Health Centre/ Health Post/Polyclinics
- (iii) Level C: District Hospitals

The provision of these facilities is linked to population threshold desirable for support and optimum utilization. Table 1.22 shows the district's health requirements based on projected populations.

Table 3.2: Population thresholds for health facilities

No.	Health Facilities	Population Threshold
1.	Level A: Community Clinic/ Rural Clinics	200 – 5000
2.	Level B: Health Centre/ Health Post/Polyclinics	5000 – 10000
3.	Level C: Metro. Hospital	100,000 – 120,000 or by Policy

Source: Ministry of Health, Accra, 2008

As indicated in Table 3.2 the Metropolitan Area has base on the threshold and by policy qualified for the provision of additional Hospital, additional. The Metropolis' estimated population for the year 2018 is 262,162 and expected to grow to 283,428 persons by the end of the planned period (year 2021). This is a population reasonable for the provision of an additional Hospitals. It is therefore not surprising that the Tema Metropolitan Assembly has developed a proposal for the upgrading of the Manhean Health Centre and the Naval Base Clinic to a Hospital status. This also implies that the Assembly in collaboration with other development partners would have to channel more financial resources to the health sector to address the health needs of the people in the area.

3.5.2 Metropolitan Water and Sanitation Needs

Analysis of the current water and sanitation needs in the metropolis show that more effort is needed to ensure the regularity of flow of potable water supply to give meaning to the over 90% coverage of water in the metropolis. On the basis of the National Community Water and Sanitation Standards (NCWSP) of 600 people per stand pipe with 2 spouts, 350 persons per borehole and 150 persons per hand dug well, the metropolis has achieved over 90% coverage for water with only about 10% of the population lacking access to potable water supply.

With the metropolitan projected population of 262,162 for 2018 which expected to grow up to 283,428 by 2021, more efforts would have to be made to increase investment in potable water supply. Specific area of investment includes: extension of service lines and connection to households. These will increase access to underserved population especially in the urban slum areas and the peri-urban parts of the metropolis. Under the GAMA Sanitation and Water Projects, the World Bank through the Metro and Municipal Assemblies and the Ghana Water Company Limited are providing pipe extension (service lines) to several communities in the Tema Metropolis. The project is also subsidizing the cost of connection to households to make water affordable and accessible to all. This is also aimed at meeting the SDG Goals.

3.5.2.1 National Standards

For the provision of potable water and improved sanitation facilities, the standard set by the National Community Water and Sanitation Provision (NCWSP) as indicated below was followed.

- 1 Hand-dug well - 150 persons
 - 1 Borehole - 300 persons
 - 1 Stand pipe with two spouts - 600 persons
- For the provision of sanitation facilities;
- 1 VIP latrine - 8 persons
 - 1 KVIP (Institutional toilet) - 50 persons/ squat hole

In the area of improved sanitation, the Tema Metropolitan Assembly would have to invest more in the area of both solid and liquid waste management. Investment in the changing of old sewer lines and expansion of the lines to cover un-served areas is crucial. Furthermore, efforts would also have to be made in the construction of both household and institutional toilets to improve sanitation in both the communities, schools and other health facilities.

In this direction, the Assembly under the GAMA Sanitation and Water Project is subsidizing at least 50% of the construction cost for household toilets in the entire metropolis to increase access to the provision of toilet facilities. In terms of institutional facilities, the project is currently supporting the construction of 35 modern toilets including changing rooms for girls to enhance sanitation in schools. Behavioural Change Communication (BCC), enforcement of bye-laws and court fines are also currently on-going to address attitudinal changes associated with open defecation and the deliberate attempt by households not to take advantage of the subsidy.

3.5.2.2 Metropolitan Educational Needs

The demand for education in the metropolis has increased steadily especially with the introduction of the government policies on school feeding programme and the capitation grant. This is not to mention the sponsorship assistance to needy but brilliant students from

the Metropolitan Assembly and other support agencies. The demand for education and related infrastructure/ services in the metropolis is based on the following assumptions.

- (i) That school participation rate for pre-school will remain between 75%-90% within 2018-2021.
- (ii) That the school participation rate will remain between 85%-90% within 2018-2021 for primary education.
- (iii) That the school participation rate for JHS will increase from 55% -70% between 2018-2021.
- (iv) That the school participation rate for SHS will increase from 40% to at least 55% between 2018-2021 period.
- (v) That urgent attention will be given to improving basic infrastructure (classroom blocks, teachers' accommodation, improved sanitation and potable water, etc.) and teachers' conditions of service.

On the basis of the fact that the population threshold for an area to qualify for preschool, primary and JHS is assumed at 2000 people, whilst that of SHS/ Vocational/ Technical also is 25,000 people (National Educational Standards), the Assembly needs additional basic schools infrastructure to cater for the population projected to 2021.

Data gathered on the state of basic school infrastructure in the metropolis indicated that there are about 8 KGs using wooden/dilapidated structure which needs urgent attention. There are 6 schools currently running the "shift system" and urgently needs additional infrastructure. Some of these schools are: Manhean Presby School, Batsonaa Basic School, Redemption Valley Basic School, etc. This implies that the Assembly together with stakeholders in the educational sector would have to make enough budgetary allocation to address the poor state of some educational infrastructure in the metropolis. It is in this direction that the Assembly has put up new and modern infrastructure in Mexico Basic School, Manhean Anglican, Manhean Adjetey-Ansah School, Mante-Din Basic School etc. These schools were provided with Computers, libraries, etc. to improve teaching and learning. Other areas of immediate intervention include: the construction of staff accommodation, motivation to teachers, libraries, recreational centres, furniture as well as teaching and learning materials.

At the SHS level, the demand for educational infrastructure is urgently needed to accommodate the high number of students in the public senior secondary schools within the metropolis. This is arising from the high turn out as a result of the introduction of the Government's Free SHS Policy. Again, all stakeholders would have to prioritise the provision of infrastructure at the SHS level in order to accommodate all students posted to the Senior High Schools.

3.6 Adoption of Goals, Objectives and Strategies

Table 3.3: Goals, Objectives and Strategies

DMTDP Goals 2018-2021	Adopted Issues	Objectives	Strategies	SDG & AU Goal
1. Build a prosperous society	Limited access to credit by SMEs	3.3 Support Entrepreneurs and SME Development	3.3.5 Expand the venture capital market to cover start-up businesses and SMEs	(SDG Targets 8.10, 9.3) AU 1,4
	Cumbersome land acquisition process	16.1 Develop efficient land administration and management system	16.1.1 Continue on-going land reforms to address title and ownership to land	(SDG Targets 1.4, 16.b) AU 10
2. Create opportunities for all	Limited capacity and opportunities for revenue mobilisation	2.3 Strengthen fiscal decentralization	2.3.1 Enhance revenue mobilization capacity and capability of MMDAs	(SDG Targets 16.6, 17.1) AU 12,20
	Inadequate truck terminals	9.7 Ensure effective and efficient flow of goods, services, and related information to meet customer requirements	9.7.4 Develop integrated truck staging and management systems	(SDG Target 9.1, 11.2) AU 10
	Poor quality ICT services	10.1 Enhance application of ICT in national development	10.1.8 Improve the quality of ICT services, especially internet and telephony and content using community members	(SDG Target 9.c) AU 2
	Poor sanitation and waste management	5.2 Enhanced access to improved and reliable environmental sanitation services	5.4.9 Provide public education on solid waste management	(SDG Target 12.8) AU 3
	Poor enforcement of regulations and statutes	13.1 Build a competitive and modern construction industry.	13.1.3 Ensure quality in all aspects of construction	(SDG Target 9.a) AU 10,11
	Cumbersome land acquisition process	16.1 Develop efficient land administration and management system	16.1.1 Continue on-going land reforms to address title and ownership to land	(SDG Targets 1.4, 16.b) AU 10

	Weak capacity of development communication institutions	11.1 Ensure responsive governance and citizen participation in the development dialogue	11.1.5 Establish institutional structures for development communication at all levels of governance	(SDG Targets 16.6, 16.7, 16.10) AU 11,12
	Poor sanitation and waste management	5.4 Improve access to improved and reliable environmental sanitation services	5.4.9 Provide public education on solid waste management	(SDG Target 12.8)
3. Safeguard the natural environment and ensure a resilient built environment	Loss of trees and vegetative cover	7.2 Reduce greenhouse gases	7.2.2 Accelerate programmes to significantly reduce environmental risks and ecological scarcity focusing on energy, agriculture, forestry and waste sectors	SDG Target 3.d AU 7
	Loss of trees and vegetative cover	6.2 Reduce greenhouse gases	6.2.2 Accelerate programmes to significantly reduce environmental risks and ecological scarcity focusing on energy, agriculture, forestry and waste sectors	(SDG Target 12.8)
	Weak enforcement of planning and building regulations	17.1 Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	17.1.1 Fully implement Land Use and Spatial Planning Act, 2016 (Act 925)	SDG Targets 16.6, 17.16 AU 1, 10
	Inadequate educational and institutional capacity to support local expertise and skills development in the oil and gas industry	12.6 Promote development and use of indigenous capabilities for exploitation of petroleum resources	11.6.1 Develop local capability in all aspects of the oil and gas value chain	SDG Target 8.3 AU 10
	Inadequate access to land for agriculture production	4.6 Promote agriculture as a viable business among the youth	4.6.4 Design and implement special programmes to build the capacity of the youth in agricultural operations	SDG Target 4.4 AU 1,5
	Low productivity and poor handling of livestock/	4.7 Promote livestock and poultry development for food security and	4.7.3 Ensure effective implementation of METASIP	(SDG Target 2.3)

	poultry products	income generation	to modernise livestock and poultry industry for development	AU 4,5
	Poor infrastructure to catalyze agriculture modernization and rural development	18.1 Enhance quality of life in rural areas	18.1.2 Promote rural enterprise development, financial inclusion, service delivery, capacity building and local economic development	SDG Targets 2.a, 11.a AU 1,5
4. Maintain a stable, united and safe society	Inadequate spatial plans for regions and MMDAs	17.1 Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	17.1.5 Strengthen the human and institutional capacities for effective land use planning and management nationwide	SDG Targets 16.6, 16.a AU 10,12
	Inadequate access to water services in urban areas	5.1 Improve access to safe and reliable water supply services for all	5.1.14 Strengthen institutional capacities for water resources management	SDG Targets 6.a, 16.6 AU 12
	Gaps in physical access to quality health care	2.1 Ensure affordable, equitable, easily accessible and Universal Health Coverage (UHC)	2.1.2 Expand and equip health facilities	SDG Target 3.8 AU 3
	Inadequate funding source for education	1.3 Ensure sustainable sources of financing for education	1.3.5 Establish monitoring and evaluation systems in planning management units 1.3.3 Create space for the involvement of the private sector in education financing and service delivery, including promoting PPP in the delivery of education services	SDG Target 17.17 AU 2
	Weak enforcement of planning and building regulations	16.1 Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	16.1.1 Fully implement Land Use and Spatial Planning Act, 2016 (Act 925)	SDG Targets 16.6, 17.16 AU 1, 10
	Inadequate and poor sports infrastructure	14.1 Enhance sports and recreational infrastructure	14.1.1 Adopt a national framework for the development and maintenance of sports and recreation facilities	SDG Target 17.14 AU 10

	Poor sanitation and waste management	5.4 Improve access to improved and reliable environmental sanitation services	5.4.9 Provide public education on solid waste management	(SDG Target 12.8) AU 3
	Poor transportation management particularly in urban areas	9.1 Improve efficiency and effectiveness of road transport infrastructure and services	9.1.3 Develop a more extensive public transport system to help alleviate congestion in urban areas	(SDG Target 11.2) AU 10
	Poor quality of education at all levels	1.1 Enhance inclusive and equitable access to, and participation in quality education at all levels	1.1.10 Expand infrastructure and facilities at all levels	SDG Target 4.a AU 2
	Poor quality ICT services	10.1 Enhance application of ICT in national development	10.1.9 Develop and maintain online database for all categories of all properties and provide secured data access	SDG Target 16.10 AU 10
	Poor transportation management particularly in urban areas	8.1 Improve efficiency and effectiveness of road transport infrastructure and services	8.1.3 Develop a more rigorous public transport system to help alleviate congestion in urban areas	
	Poor sanitation and waste management	5.4 Improve access to improved and reliable environmental sanitation services	5.4.9 Provide public education on solid waste management	(SDG Target 12.8) AU 3
	Poor sanitation and waste management	5.4 Improve access to improved and reliable environmental sanitation services	5.4.9 Provide public education on solid waste management	(SDG Target 12.8) AU 3
	Limited coverage of social protection programmes targeting children	7.1 Ensure effective child protection and family welfare system	7.1.9 Promote implementation of policies that increase enrolment and retention in schools such as the School	SDG Targets 4.1, 4.2, 16.6, 16.b

			Feeding Programme and Capitation Grant	AU 17,18
Inadequate and limited coverage of social protection programmes for vulnerable groups	10.1 Strengthen social protection, especially for children, women, persons with disability and the elderly		10.1.14 Develop and implement productive and financial inclusion alongside the LEAP cash grant to facilitate the graduation of LEAP beneficiaries from the cash transfer programme	SDG Targets 8.10, 9.3 AU 17,18
Limited leverage of Ghanaian culture in the international arena	1.1 Enhance Ghana's international image and influence		1.2.4 Make Ghana a preferred destination for business, education and tourism	DG Targets 4.a, 8.9, 12.b, 16.6 AU 4
High school drop-out rates among adolescent girls	4.2 Harness demographic dividend		4.2.6 Expand technical and vocational education and training to address high school drop-out rate	SDG Target 4.3 AU 1,2
High prevalence of open defecation	5.2 Enhance access to improved and reliable environmental sanitation services		5.4.14 Develop and implement strategies to end open defecation	SDG Target 6.2 AU 1,3
Worsened environmental pressures in both the coastal and marine zones	4.2 Conserve marine areas		4.2.4 Promote efficient solid and liquid waste management in coastal communities	SDG Targets 14.1, 14.2, 14.5 AU 7
Youth unemployment and underemployment among rural and urban youth	13.1 Promote effective participation of the youth in socioeconomic development		13.1.10 Develop and implement apprenticeship and employable skill training for out-of-school youth and graduates	SDG Targets 4.4, 8.6 AU 1,2
Youth unemployment and underemployment among rural and urban youth	13.1 Promote effective participation of the youth in socioeconomic development		13.1.7 Develop and implement additional initiatives for youth employment, including promotion of entrepreneurial skills	SDG Targets 4.4, 8.3 AU 1, 2
Poor linkage between	1.2 Strengthen school		1.2.8 Ensure adequate supply of	SDG Targets 4.7, 4.c

	management processes and schools' operations	management systems	teaching and learning materials	AU 2
	Poor linkage between management processes and schools' operations	1.3 Strengthen school management systems	1.2.2 Build effective partnership with religious bodies, civic organizations and private sector in delivery of quality education	SDG Target 17.17 AU 2
	Poor sanitation and waste management	5.4 Improve access to improved and reliable environmental sanitation services	5.1.11 Enhance implementation of the Polluter Pays Principle in waste management 5.1.13 Review, gazette and enforce MMDAs' bye-laws on sanitation	SDG Target 6.3 AU 7
	Poor sanitation and waste management	5.4 Improve access to improved and reliable environmental sanitation services	5.1.11 Enhance implementation of the Polluter Pays Principle in waste management 5.1.13 Review, gazette and enforce MMDAs' bye-laws on sanitation	SDG Target 6.3 AU 7
	Weak collaboration between stakeholder institutions	6.1 Combat deforestation, desertification and Soil erosion	6.1.7 Develop efficient energy technologies	SDG Targets 7.1, 7.3, 7.a AU 2, 7,20
	Poor sanitation and waste management Poor planning and implementation of sanitation plans	5.4 Enhance access to improved and reliable environmental sanitation services	5.1.13 Review, gazette and enforce MMDAs' bye-laws on sanitation	SDG Targets 16.6, 16.b) AU 7
	Poor sanitation and waste management Poor planning and implementation of sanitation plans	5.2 Enhance access to improved and reliable environmental sanitation services	5.2.11 Enhance implementation of the Polluter Pays Principle in waste management 5.1.13 Review, gazette and enforce MMDAs' bye-laws on sanitation	SDG Target 6.3 AU 7

	Weak enforcement of planning and building regulations	16.1 Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	16.1.1 Fully implement Land Use and Spatial Planning Act, 2016 (Act 925)	SDG Targets 16.6, 17.16 AU 1, 10
	Gaps in awareness, advocacy and enforcement of citizen rights and responsibilities	9.1 Improve participation of Civil society (media, traditional authorities, religious bodies) in national development	9.1.1 Create enabling legislative and economic environment in support of philanthropies for the vulnerable, weak and excluded, particularly women, children and PLWDs	SDG Targets 1.3, 10.4, 17.17 AU 11
	Weak enforcement of planning and building regulations	16.1 Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	16.1.1 Fully implement Land Use and Spatial Planning Act, 2016 (Act 925)	SDG Targets 16.6, 17.16 AU 1, 10
5. Strengthening Ghana's role in international affairs	Poor tourism infrastructure and Service	6.1 Diversify and expand the tourism industry for economic development	6.1.4 Promote and enforce local tourism and develop available and potential sites to meet internationally acceptable standards	AU 16
	Low skills development	6.1 Diversify and expand the tourism industry for economic development	6.1.4 Promote and enforce local tourism and develop available and potential sites to meet internationally acceptable standards	AU 4
	Lack of a comprehensive database of public policies	5.1 Enhance capacity for policy formulation and coordination	5.1.4 Strengthen capacity of research and statistical information management of MDAs and MMDAs	AU 12

Source: MPCU, 2018

3.7 Sustainability/ Compatibility test

The prioritised issues with significant impacts were subjected to Strategic Environmental Analysis. This involved assessing the internal consistency/compatibility of the prioritised issues to determine how they relate to or support each other to achieve the objectives of the DMTDP (2018-2021) (Refer to 2018 SEA Report for details). Projects that have the potential to impact negatively on the environment were recommended for mitigation measures. On the other hand, strategies and objectives with little or no negative impacts on the environment were dropped. Table 3.4 and Table 3.5 shows the analysis of Compound Matrix for Analysis of Objectives Against Poverty-Environment Dimensions and Risk and opportunities matrix for the policy strategies.

Table 3.4: Compound Matrix for Analysis of Objectives against Poverty-Environment Dimensions

Adopted Objectives	Livelihood					Health				Vulnerability						Institutional		
	Access to water	Access to land	Access to job opportunity	Aquatic life	Non-timber forest	Water quality	Sanitation	Air quality	NTPP (Medicinal)	Drought	Industrial/ domestic fire	Floods	Degradation	Crisis and conflict	Epidemics	Adherence to democratic	Human rights	Access to information
1. Improve private sector productivity and competitiveness domestically and globally	+	+	+ -	-	?	-	-	-	?	-	+	-	-	-	?	+	+	0
2. Develop a financial sector which is more efficient and responsive to private sector needs	+	+	+ -	0	0	+	+	+	0	?	?	0	0	?	?	+	+	+
3. Collaborate with private sector in housing service delivery	+	+	+ -	0	0	+	+	0	0	0	+	+ -	0	-	?	+	+	0
4. Significantly improve ICT infrastructure in rural areas	0	+	+	0	0	0	0	0	0	0	0	0	0	0	0	+	+	+
5. Improve access to sanitation	+	+	+	+	+	+	+	+	0	+	+	+	+	0	+	+	+	+
6. Strengthen the mainstreaming of development communication into national development planning processes	+	+	?	+	0	+	+	0	0	0	0	0	0	+	0	+	+	+
7. Promote sustainable environmental management for agriculture development	+	+	+	+	?	+	+	+	0	+	0	0	+	0	0	0	+	0
8. Strengthen technical and financial capacity for the oil and gas industry	0	-	+ -	+	+	+	+	+	0	0	+	0	+	0	0	0	0	0
9. Promote sustainable land management	+	+	?	0	+	+	+	0	0	+	0	+	+	0	0	0	0	0
10. Strengthen the livelihood empowerment against poverty programme.	+	0	+	0	0	+	+	0	0	0	0	0	0	?	0	+	+	?
Provide and improve hospitality infrastructure	+	+	+	0	0	+	+	0	0	0	+	0	0	0	0	0	0	0

Source: MPCU, 2017

3.7.1 Risk and Opportunities Matrix

The Opportunities and risk matrix was also used to assess the sustainability of the policy objectives as well as offer mitigation measures. The objective is to ensure sustainable development of the metropolis.

Key

No.	Interpretation	Sign
1	Conditions are likely to be positive	+
2	Conditions are likely to be negative	-
3	Conditions are likely to be neutral	0
4	Conditions are uncertain	?

Source: NDPC, 2017

Table 3.5: Risk and opportunities matrix for the policy strategies

No.	Policy Strategies	Policy Actions/Measures	Environmental Evaluation	Reasons		Mitigation measures	
			Opport.	Risk	Neutral		
	Develop modern markets and retail infrastructure in every district to enhance domestic trade	Construction of new C1 market & other satellite markets	NR SC EC INS	NR SC EC INS	NR SC EC INS	1. Construction activities will lead to business interruptions 2. May not have negative effect on socio-cultural	1. Temporal re-location of traders to allow for construction activities
	Deepen and expand the scope of financial services, products and payment systems	Open up access to soft loans for small to medium scale industries to boost economic activities	NR SC EC INS	NR SC EC INS	NR SC EC INS	1. May provide opportunity for socio-cultural, economic and institutional advancement	1. Little or no effect
	Accelerate land services and enhance the accuracy of land certificates and records	Facilitate the early approval of development/building permits	NR SC EC INS	NR SC EC INS	NR SC EC INS	1. Delays in approving permits may lead to the development of unauthorized structures 2. Flooding and other	1. Enforce development control 2. Enforce the application of bye-laws through sanctions, court fines etc.

						disaster risk dangers becomes eminent 3. The cost of doing business may also be high	
	Institute measures to block leakages and loopholes in the revenue mobilisation system of MMDAs	Employ the use of ICT to reduce leakages in revenue collection	NR SC EC INS	NR SC EC INS	NR SC EC INS	1. Inability of the Assembly to achieve yearly revenue target due to loss of revenue (collusion by collectors, under carbon, fake receipt etc.) 2. The use of ICT have the pontential to block leakages and increase the revenue base of the Assembly	1. Procurement and use of sophisticated revenue managemnt software
	Introduce an integrated truck staging and management systems	Facilitate the construction of modern parking facility for haulage trucks and tankers	NR SC EC INS	NR SC EC INS	NR SC EC INS	1. The construction of the facility will increase the IGF of the Assembly and boost the growth of businesses (restaurants, auto mechanics, etc.) 2. Construction activities may impact negatively on the environment	1. The Assembly will collaborate with EPA to carry out Environmental Impact Assessment on the project and go further to implement the mitigation measures / safeguards to the latter
	Support the development and maintenance of community-based applications and content using community members	Facilitate the installation of reliable internet service within the administrative setup of the Assembly	NR SC EC INS	NR SC EC INS	NR SC EC INS	1. Reliable internet facilities will boost service delivery 2. Potential abuse by staff (watching videos, movies, chatting etc.) which can lead to low productivity	1. Strict application of guidelines, rules and regulations on the use of internet service 2. Restriction on the use of selected sites

Facilitate the preparation of sewerage masterplans, including faecal sludge management and waste treatment facilities for all urban settlements	Facilitate the refurbishment of Tema central sewer system through PPP	NR SC EC INS	NR SC EC INS	NR SC EC INS	1. Exposure of trenches 2. The use of unauthorized materials in the sewer systems (e.g. rags, papers, sanitary pads, etc.)	1. Behavioural Change Communication (BCC) 2. Construction sites will require the application of environmental safeguards
Ensure availability of adequate and effective location address infrastructure to facilitate online ordering and delivery of physical products	Intensive community sensitization, strengthening of development control and removal of unauthorized structures	NR SC EC INS	NR SC EC INS	NR SC EC INS	1. Potential confrontation and likelihood of misunderstanding and agitations due to lack of appreciation of the exercise	1. Behavioural Change Communication (BCC) 2. Enforcement of bye-laws, court fines, etc. 3. Enforce development control
Develop feedback management mechanism to ensure integrity of the development communication system	Improve access to information through social accountability, Town Hall meetings, Media Briefings, etc. to inform the public on Assembly's policies, programmes and activities	NR SC EC INS	NR SC EC INS	NR SC EC INS	1. There is neither positive nor negative effects	1. Little or no effect
Adopt climate-sensitive waste management practices	Ensure efficiency in the waste management system (Liquid and solid waste)	NR SC EC INS	NR SC EC INS	NR SC EC INS	1. Danger of environmental pollution and health risks due to poor collection and disposal 2. Poor attitude of the people towards waste management (dumping of refuse in drains, open defecation, dumping refuse in open spaces, etc.)	1. Behavioural Change Communication (BCC) 2. Enforcement of bye-laws, court fines, etc. 3. Construction of closed-drains
Facilitate implementation of the	Enforce the implementation of the land use plans (Schemes) as	NR SC	NR SC	NR SC	1. Encroachment on open	1. Behavioural Change Communication (BCC)

	National Urban Policy and Action Plan	well as the Land Use and Spatial Planning Act, 2016 (ACT 925)	EC INS	EC INS	EC INS	spaces	2. Enforcement of by-laws, court fines, etc. 3. Application of the Land Use and Spatial Planning Act, 2016 (ACT 925)
	Promote the development of community land use plans and enforce their use, particularly in urban and peri-urban agriculture	Enforce the implementation of the land use plans (Schemes) as well as the Land Use and Spatial Planning Act, 2016 (ACT 925)	NR SC EC INS	NR SC EC INS	NR SC EC INS	1. Extinction of urban agriculture due competition from Real Estate Developers	1. Behavioural Change Communication (BCC) 2. Enforcement of by-laws, court fines, etc. 3. Application of the Land Use and Spatial Planning Act, 2016 (ACT 925)

Source: MPCU, 2017

Key

No.	Sign	Interpretation	No.	Abbreviation	Meaning (Interpretation)
1	Red	Risk	1	NR	Natural Resource
2	Yellow	Neural	2	SC	Socio-cultural
3	Green	Opportunity	3	EC	Economic
			4	INS	Institutional

Source: NDPC, 2017

In conclusion, the discussion of the metropolitan goals, development projections and strategies, as well as sustainability analyses provided a good platform to discuss the development programmes and sub-programmes which is to be highlighted in chapter four.

CHAPTER FOUR

DEVELOPMENT PROGRAMMES AND SUB-PROGRAMMES

4.1 Introduction

This chapter discusses the broad metropolitan development programmes for implementation within the plan period. The broad programmes were adopted taking into consideration the metropolitan goal, objectives, strategies, priorities and issues from the metropolitan poverty mapping and pro-poor programming, joint district and regional programmes such as the gender issues, environmental issues, HIV and AIDS as well as Social Protection programmes, local economic development programmes, etc. The projects to be implemented were subjected to sustainability analysis to assess their effects on the environment as well as measures to mitigate these effects, where they exist. The formulation of Metro level programmes and sub-programmes were done based on the six adopted programmes and sub-programmes of the composite budget (2018-2021). The chapter concludes with an indicative financial plan, projections for the plan period 2018-2021 and Composite Programmes of Action (POA).

4.2 Development programmes/ Sub-programmes

The development programmes/ projects for the metropolis were formulated under the five goals of NMTDPF 2018-2021. Programmes/ projects that are likely to involve the collaboration of districts/ regions were also discussed. The reviewed and formulated development programmes and sub-programmes linked to Programme Based Budgeting is discussed in Table 4.1.

Table 4.1: Review and formulation of development programmes and sub-programmes linked to Programme Based Budgeting

Adopted Objectives	PBB Programme	Adopted Strategies	PBB Sub-Programme
1. Improve private sector productivity and competitiveness domestically and globally	Infrastructure delivery and management	10. Develop modern markets and retail infrastructure in every district to enhance domestic trade	SP2.1: Public works services
Enhance Capture Fish Production and Productivity	Economic Development	6.1.1 Improve existing fish landing sites and develop other related infrastructure	SP4.3: Agric Development
Enhance Capture Fish Production and Productivity	Economic Development	6.1.1 Improve existing fish landing sites and develop other related infrastructure	SP4.1: Development of Trade and Industry
17. Develop and implement a national digital system for property identification	Budget and Finance	71. Develop and maintain online database for all categories of landed properties	SP6.3: Revenue Mobilization and Management

111. Improve sector institutional capacity	Environmental & Sanitation Management	171. Establish environmental sanitation standards	SP5.3: Natural Resource Conservation
2. Strengthen environmental governance	Management & Administration	30. Intensify capacity building in the application of strategic environmental assessment in the planning process	SP1.1: General Adm.
Enhance Capture Fish Production and Productivity	Economic Development	6.1.1 Improve existing fish landing sites and develop other related infrastructure	SP4.1: Development of Trade and Industry

Source: MPCU, 2017

4.3 Indicative Financial Plan

Having elaborated on the programmes adopted for the Assembly and linked to the programme based budgeting for the period 2018-2021, this section focuses on the strategies to be adopted to mobilise and utilise financial resources for the MTDP (2018-2021). The strategies for resource mobilisation and utilisation are based on the following:

- ✓ An assessment of the cost of implementing the programmes outlined in the MTDP
- ✓ A comprehensive assessment of the sources of funding for the programmes and projects. These includes: Internally Generated Funds (IGF), Projected Central Government inflows, such as Departmental Allocations, DACF, Funding for Planned Programmes of Development Partners.
- ✓ Support from Corporate Social Responsibility (CSR) obligations from “Corporate Tema”
- ✓ Identification and filling of financial resource gaps in the Metropolis through other possible means such as Floating Bonds or through Public-Private Partnerships.
- ✓ Strict compliance with the financial regulations e.g. the application of the Public Financial Management Act, 2016 (Act, 921), the Internal Audit Act, 2003 (Act, 658), the Public Procurement Amendment Act, 2016 (Act 914), Financial Memoranda for Metropolitan, Municipal and District Assemblies, 2004, etc.

4.4 Arrangement for Funding

Funds from the Central Government, Development Partners and the Internally Generated Fund (IGF) would form the main source of financing the development plan. However, efforts will also be made to source funds from NGOs and Private Sector (Corporate Tema) for the plan implementation. Specifically, the Assembly intends to utilize at least 30% of IGF for Compensation, 30% for Goods and Services and 40% Investment Activities (Capital Expenditure). Within the period, the Assembly also intends to boost the revenue base through innovative and efficient strategies such as the use of Automated Systems. The Assembly is currently in the process of procuring an Integrated Revenue Management System (IRMS) to enable it maximize all revenue from businesses and other private sector activities. This will to a larger extent block the major challenges associated with revenue leakages.

4.5 Estimated Cost of Implementing Annual Plans

A summary of the programme areas, projects and activities as well as the cost and sources of funding are presented in Programme of Action and Annual Action Plans. The yearly estimated expenditures have also been provided as indicated in Table 4.2. The total cost of the Medium Term Development Plan for the period 2018-2021 is estimated at **One Hundred and Fourteen Million Three Hundred and Ninety Three Thousand Cedis (GH¢114,393,000.00)**.

Table 4.2: Yearly Projected DMTDP Expenditure (2018-2021)

Year	Projected Expenditure (GH¢)
2018	30,098,250.00
2019	29,098,250.00
2020	27,598,250.00
2021	27,598,250.00
Totals	114,393,000.00

Source: Tema Metropolitan Assembly, 2018

Further analysis according to PBB Programme Areas of the DMTDP, 2018-2021 indicate that interventions in activities related to Economic Development within the plan period will cost the Assembly an amount of GH¢10,583,000. Similarly, Budget and Finance; Environmental & Sanitation Management; Infrastructure Delivery & Management were projected to cost GH¢2,680,000; GH¢30,681,000.00; GH¢46,850,000.00. Finally, Management and Administration as well as Social Service Delivery are expected to cost the Assembly an amount of GH¢9,840,000.00 and GH¢13,759,000.00 respectively as indicated in Table 4.3.

Table 4.3: Projected Cost of Implementing Programmes/ Projects According to PBB Programme Areas

No.	Programme	Amount GH¢
1.	Economic Development	10,583,000.00
2.	Budget and Finance	2,680,000.00
3.	Environmental and Sanitation Management	30,681,000.00
4.	Infrastructure Delivery and Management	46,850,000.00
5.	Management and Administration	9,840,000.00
6.	Social Service Delivery	13,759,000.00
	Total	114,393,000.00

Source: Tema Metropolitan Assembly, 2018

The total revenue projection for the period (2018-2021) is estimated at GH¢ as shown below. For the four year period, it is projected that the Assembly mobilises GH¢58,170,910.76 in 2018, GH¢66,239,586.43 for 2019, GH¢76,051,345.06 for 2020 and finally GH¢88,303,625.41 in 2021. These are funds expected to be generated from both IGF, Grants and GoG sources. Relatively, it is expected that Central Government Transfers and Grants produce more revenues compared to internally generated funds as indicated in Table 4.4 and 4.5. It is important to note that, 48% of the overall revenue in each year is expected to be used for investment (capital projects).

Table 4.4: Projected DMTDP Expenditure and Revenue (2018-2021)

Programme	Total Cost	Expected Revenue					Gap	Summary of resource mobilisation strategy	Alternative course of action
	2018-2021	GOG	IGF	Donor	Others	Total revenue			
Economic Development	10,583,000.00	5,360,000.00	4,000,000.00	190,000.00	1,000,000.00	10,550,000.00	-33,000.00	The Assembly needs to improve its revenue performance on yearly bases. The Assembly has thus deployed IRMS to improve revenue for the plan period	The Assembly can also enter into PPP options to provide viable social services. Alternatively, cooperate Tema can also help implement some aspects of the plan
Budget and Finance	2,680,000.00	2,160,000.00	500,000.00	390,000.00	10,000.00	3,060,000.00	380,000.00		
Environmental and Sanitation Management	30,681,000.00	15,000,000.00	8,000,000.00	6,000,000.00	1,500,000.00	30,500,000.00	-181,000.00		
Infrastructure Delivery and Management	46,850,000.00	30,000,000.00	9,000,000.00	6,500,000.00	2,000,000.00	47,500,000.00	650,000.00		
Management and Administration	9,840,000.00	4,000,000.00	5,000,000.00	500,000.00	2,000.00	9,502,000.00	-338,000.00		
Social Service Delivery	13,759,000.00	5,000,000.00	5,000,000.00	490,000.00	290,000.00	10,780,000.00	-2,979,000.00		
Total	114,393,000.00	61,520,000.00	31,500,000.00	14,070,000.00	4,802,000.00	111,892,000.00	-2,501,000.00		

Source: MPCU, 2018

Table 4.5: Projected Revenue by Source

Revenue Category	2017 (Base Year)	2018	2019	2020	2021
Central Govt Transfer&Grants	32,634,067.00	38,324,256.40	40,240,469.22	42,252,492.68	44,365,117.32
Internally Generated Fund	29,810,547.22	19,846,654.36	25,999,117.21	33,798,852.38	43,938,508.09
Grand Total	62,444,614.22	58,170,910.76	66,239,586.43	76,051,345.06	88,303,625.41
Total for 2018-2021 period					288,765,467.7

Source: Tema Metropolitan Assembly, 2018

As indicated in Table 4.4, the Assembly's Internally Generated Fund (IGF) is expected to reduce from an amount of GH¢29,810,547.22 (2017 base year) 2017 to GH¢19,846,654.36 for 2018 and GH¢43,938,508.09 in 2021. The reduction in revenue flow is as a result of the creation of Tema West Municipality from Tema Metro. However, Central Govt Transfer and Grants is expected to grow by 20% from the base year of GH¢32,634,067.00 for 2017 to GH¢38,324,256.40 and subsequently to GH¢44,365,117.32 for 2021. This strongly implies that, the assembly needs to improve its revenue performance on yearly bases to match the projected revenue up to 2021. The Table also depicts the total revenue projections for the plan periods 2018 to 2021 in terms of Central Government Transfers and Grants and IGF.

4.6 Cost Sharing and Sources of Funding

The sources of funding for the plan are listed as follows:

- Central Government Grants including the District Assembly Common Fund
- District Assembly internally Generated Fund
- Central Government Grants to Decentralized Departments
- Public Private Partnership Arrangements
- NGOs
- Development Partners
- Local Community mobilization
- Philanthropists

4.7 Projected Revenue and Expenditure 2018-2021

Having projected the total revenue and expenditure for the various plan years (2018-2021), the Assembly is expected to attain a surplus revenue of GH¢28,072,660.76 for 2018 and GH¢60,705,375.41 2021 as indicated in Table 4.6. This is expected to be used for administrative expenses, salaries, utilities, etc. The Assembly will therefore have to employ all strategies to collect the projected revenue in order to avoid any potential deficit.

Item	2018	2019	2020	2021
Total estimated expenditure for the period	30,098,250.00	29,098,250.00	27,598,250.00	27,598,250.00
Total estimated revenue for the period	58,170,910.76	66,239,586.43	76,051,345.06	88,303,625.41
Total estimated revenue for administrative expenses, salaries, utilities, etc.	28,072,660.76	37,141,336.43	48,453,095.06	60,705,375.41

Table 4.6: Estimated Revenue and Expenditure (2018-2021)

Source: Tema Metropolitan Assembly, 2018

Table 4.7: Internally Generated Fund Projections for Medium Term (2018-2021)

Revenue Item	2018	2019	2020	2021
Rates	10,154,944.36	13,302,977.11	17,293,870.25	22,482,031.32
Lands & Royalties	1,760,000.00	2,305,600.00	2,997,280.00	3,896,464.00
Rents of Lands, Buildings	25,000.00	32,750.00	42,575.00	55,347.50
Licenses	4,815,610.00	6,308,449.10	8,200,983.83	10,661,278.98
Fees	2,988,300.00	3,914,673.00	5,089,074.90	6,615,797.37
Fines	12,800.00	16,768.00	21,798.40	28,337.92
Investment	40,000.00	52,400.00	68,120.00	88,556.00
Miscellaneous	50,000.00	65,500.00	85,150.00	110,695.00
Total	19,846,654.36	25,999,117.21	33,798,852.38	43,938,508.09

Source: Tema Metropolitan Assembly, 2018

4.6.1 Sector Allocation for the Plan Period

The indicative Financial Plan has also been developed taking into consideration the cost of social interventions targeting the needs of men, women, vulnerable and other socially marginalised groups. It also looks at issues relating to the environment and sanitation, security and human development (See Table 4.8).

Table 4.8: Sector Allocation for the Medium Term (2018-2021)

No.	Sectors	2017 (Base)	2018	2019	2020	2021
1.	Education	5,397,993.83	6,207,692.91	7,138,846.84	8,209,673.87	9,441,124.95
2.	Health	518,788.83	596,607.16	686,098.23	789,012.96	907,364.91
3.	Economic	4,718,763.77	5,426,578.33	6,240,565.08	7,176,649.84	8,253,147.32
4.	Environment & Sanitation	366,707.03	421,713.08	484,970.04	557,715.55	641,372.88
5.	Admin.	3,561,665.79	4,095,915.66	4,710,303.01	5,416,848.46	6,229,375.73
6.	Human Resource Development & Emolument	688,293.11	791,537.08	910,267.64	1,046,807.78	1,203,828.95
7.	Security	1,004,451.51	1,155,119.23	1,328,387.12	1,527,645.19	1,756,791.97
	Total	15,252,212.36	17,540,044.21	20,171,050.85	23,196,708.47	26,676,214.74

Source: Tema Metropolitan Assembly, 2018

4.7 Composite Programme of Action

The development programmes, projects, activities, cost and time frame for implementation as well as location and sources of funding are presented in the Programme of Action (POA) for implementation. In the plans, yearly estimated expenditure have been provided based on the NMTDPF 2018-2021 goals of:

- 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

The activities in the plan were further linked up to the NMTDPF's (2018-2021) policy objectives and strategies as well as the Programme Based Budgeting (PBBs) six programme areas of: Economic Development; Budget and Finance; Environmental and Sanitation Management; Infrastructure Delivery and Management; Management and Administration and Social Service Delivery. These PBB programmes were further linked to the related sub-programmes to ensure effective linkage between the plan and the budget.

Table 4.9: LINKING THE PROGRAMMES BASED BUDGET (PBB) TO THE PROGRAMME OF ACTION (POA)

NO	POLICY OBJECTIVE	POLICY STRATEGY	PROGRAM MES	SUB-PROGRAMME AREAS	PROJECTS	LOCATIO N	TIME FRAME				INDICATIVE BUDGET GH¢				IMPLEMENTATION		PBB PROGRAMME AREAS
							2018	2019	2020	2021	GOG	IGF	DONOR	TOTAL	LEAD	COLLAB	
1	1. Improve private sector productivity and competitiveness domestically and globally	6. Accelerate investment in modern infrastructure development	Infrastructure Delivery & Management	SP2.1: Public Works Services	Complete three storey (2 Storey shops and 1 Storey sub-metro office) with washroom facilities at Community 11 station	Comm.11					1,000,000.00	1,000,000.00		2,000,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
2	1. Improve private sector productivity and competitiveness domestically and globally	6. Accelerate investment in modern infrastructure development	Infrastructure Delivery & Management	SP2.1: Public Works Services	Carry out renovation works at Tema East Sub-Metro, Marriage Hall (Old Assembly Hall), Social Welfare and Comm. Development Office and Official Bungalow for District Director of Education	Tema New town, TMA Head Office, Comm.9					1,000,000.00	1,000,000.00		2,000,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
3	Enhance Capture Fish Production and Productivity	6.1.1 Improve existing fish landing sites and develop other related infrastructure	Economic Development	SP4.3: Agric Development	Support economic activities of fishermen and 179 women (outboard motors,etc) in the metropolis	Metro wide						1,000,000.00		1,000,000.00	Agric Directorate	Budget and Rating	Economic Development

4	2. Strengthen environmental governance	30. Intensify capacity building in the application of strategic environmental assessment in the planning process	Management & Administration	SP1.2: Planning and Coordinating	Carry out PFM/Town hall meetings (communication) to engage stakeholders in the metropolis	Metro wide					240,000.00		240,000.00	Public Relations Unit	Dev't Planning Unit	Management & Administration
5	20. Promote livestock and poultry development for food security and income generation	172. Intensify disease control and surveillance especially for zoonotic and scheduled diseases	Economic Development	SP4.3: Agric Development	Organise training for 120 butchers on meat hygiene	Metro wide				8,000.00			8,000.00	Agric Directorate	Central Admin.	Environmental & Sanitation Management
6	107. Improve access to sanitation	134. Facilitate the preparation of sewerage masterplans, including faecal sludge management and waste treatment facilities for all urban settlements	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Organise public awareness programs to sensitise the people cholera, malaria prevention, and other sanitation related diseases	Metro wide				8,000.00			8,000.00	MEHD	Central Admin.	Environmental & Sanitation Management
7	107. Improve access to sanitation	134. Facilitate the preparation of sewerage masterplans, including faecal sludge management and waste treatment facilities for all urban settlements	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Carry out regular clearing of public cemeteries in the metropolis	C9 and Manhean				40,000.00			40,000.00	MEHD	Central Admin.	Environmental & Sanitation Management
8	6. Improve efficiency and competitiveness of SMEs	55. Develop a national plan for Entrepreneurship and Innovation in support of young businesses and start-ups	Management & Administration	SP1.1 General Adm.	Provide skill training programme in entrepreneurial skills and financial management to 100 SMEs and selected vulnerable persons	TMA				100,000.00	100,000.00		200,000.00	Social welfare & Community Dev't	Central Admin.	Management & Administration

					(30male/70female)											
9	31. Create equal employment opportunities for PWDs	83. Promote entrepreneurship and financial support for PWDs	Economic Development	SP4.1: Development of Trade and Industry	Assist SMEs owned by persons with disability to improve their businesses (cash support)	TMA				100,000.00		100,000.00	Social welfare & Community Dev't	Central Admin.	Economic Development	
10	53. Promote economic empowerment of women.	73. Provide alternate life skills training and seed capital, as well as partnering the private sector, NGOs and charities to provide temporary hostel facilities.	Economic Development	SP4.1: Development of Trade and Industry	Upgrade the skills of women in income generating activities (pomade, powder, soap, confectionery making, etc.)	TMA				60,000.00	100,000.00	160,000.00	Social welfare & Community Dev't	Central Admin.	Economic Development	
11	37. Ensure timely and reliable demographic data	10. Restructure and re-position Birth and Death Registry	Management & Administration	SP1.1: General Adm.	Support the activities of Births and Deaths Registry in the metropolis	TMA						120,000.00	120,000.00	Birth & Death	ISD	Management & Administration
12	1. Diversify and expand the tourism industry for economic development	78. Market Ghana as a competitive tourist destination	Economic Development	SP4.1: Development of Trade and Industry	Organise world tourism day to create awareness on local and international tourism	Metro wide						4,000.00	4,000.00	Central Admin.	ISD	Economic Development
13	1. Diversify and expand the tourism industry for economic development	78. Market Ghana as a competitive tourist destination	Economic Development	SP4.1: Development of Trade and Industry	Organise food fair and exhibition to showcase traditional Ghanaian local dishes and their ingredients to	TMA						4,000.00	4,000.00	Central Admin.	PR unit	Economic Development

					promote local tourism										
14	20. Promote livestock and poultry development for food security and income generation	172. Intensify disease control and surveillance especially for zoonotic and scheduled diseases	Economic Development	SP4.3: Agric Development	Vaccinate 2000 sheep and goats and 750 cattle against PPR and CBPP	Metro wide					60,000.00	60,000.00	Agric Directorate	Central Admin.	Economic Development
15	14. Accelerate Ghana's transition to a green economy	194. Promote tree planting and green landscaping in communities	Environmental & Sanitation Management	SP5.3: Natural Resource Conservation	Carry out the planting of cocoa nut trees along the beach fronts at Tema Fishing Harbour	Metro wide					25,000.00	25,000.00	Horticulture	Agric Directorate	Environmental & Sanitation Management
16	6. Re-orientate agriculture education and increase access to extension services	50. Use Agriculture Award Winners and FBOs as sources of extension in production and markets to transform subsistence farming into commercial agriculture	Economic Development	SP4.3: Agric Development	Organize farmers day celebration	TMA					75,000.00	75,000.00	Agric Directorate	Central Admin.	Economic Development
17	14. Accelerate Ghana's transition to a green economy	200. Develop coordinated response to climate change challenges through linkages between research, industry and government	Environmental & Sanitation Management	SP5.3: Natural Resource Conservation	Provide funds for general landscaping in the Metropolis	Metro wide					1,200,000.00	1,200,000.00	Horticulture	Agric Directorate	Environmental & Sanitation Management
18	14. Accelerate Ghana's transition to a green economy	194. Promote tree planting and green landscaping in communities	Environmental & Sanitation Management	SP5.3: Natural Resource Conservation	Greening of parks and other open spaces in the Metropolis	Metro wide			40,000.00			40,000.00	Horticulture	Agric Directorate	Environmental & Sanitation Management
19	14. Accelerate Ghana's transition to a green economy	194. Promote tree planting and green landscaping in communities	Environmental & Sanitation Management	SP5.3: Natural Resource Conservation	Plant trees and restore mangroves within the Chemu	Manhean					600,000.00	600,000.00	Horticulture	Agric Directorate	Environmental & Sanitation Management

			nt		lagoon area										
20	107. Improve access to sanitation	155. Promote recycling and reuse of solid waste	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Ensure effective collection of waste in the Metropolis (at least once a week)	Metro wide					1,000,000.00	1,000,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management
21	107. Improve access to sanitation	167. Increase and equip front line staff for sanitation	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Facilitate the acquisition of land for the construction 2 additional cells for extended landfill and waste- to- energy project	TMA				1,000,000.00		1,000,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management
22	107. Improve access to sanitation	134. Facilitate the preparation of sewerage masterplans, including faecal sludge management and waste treatment facilities for all urban settlements	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Replacement of collapsed sewers and construction of damaged manholes	Metro wide			1,000,000.00	1,000,000.00	2,000,000.00	4,000,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management
23	107. Improve access to sanitation	134. Facilitate the preparation of sewerage masterplans, including faecal sludge management and waste treatment facilities for all urban settlements	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Purchase of sewer equipment for rodding, 3 dewatering machines and rehabilitation of pumping station and septage plants	TMA			600,000.00	600,000.00		1,200,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management

24	42. Adopt appropriate measures for prevention and internal displacement of Ghana's population	31. Institute measures to address the health needs of internally displaced persons and cross-border migrants displaced by conflict/natural disasters	Environmental & Sanitation Management	SP5.1: Disaster Development Mgt	Sensitise and create public awareness on Disaster Risk Reduction (DRR) within residential communities, markets, school, lorry parks and organised skilled labour (electricians, welders, mechanics, drivers etc.)	Metro wide					120,000.00	120,000.00		240,000.00	NADMO	Works Dep't	Environmental & Sanitation Management
25	42. Adopt appropriate measures for prevention and internal displacement of Ghana's population	2. Institute early warning mechanisms for internal displacement	Environmental & Sanitation Management	SP5.1: Disaster Development Mgt	Organise sensitisation program on safety and first aid treatment at beaches and other places where people converge for social events	Metro wide						800,000.00		800,000.00	NADMO	PR unit	Environmental & Sanitation Management
26	9. Improve capacity to adapt to climate change impacts	158. Enhance institutional coordination and information systems and databases for effective adaptation monitoring and reporting	Environmental & Sanitation Management	SP5.1: Disaster Development Mgt	Identify and monitor hazards and risk activities to reduce impact of climate change	Metro wide					40,000.00	40,000.00		80,000.00	NADMO	Works Dep't	Environmental & Sanitation Management
27	42. Adopt appropriate measures for prevention and internal displacement of Ghana's population	31. Institute measures to address the health needs of internally displaced persons and cross-border migrants displaced by conflict/natural disasters	Environmental & Sanitation Management	SP5.1: Disaster Development Mgt	Provide training for 60 disaster volunteers on basic disaster management and rescue operation. Also provide training for TMA & NADMO staff on occupational health and workplace safety	TMA					60,000.00	60,000.00		120,000.00	NADMO	PR unit	Environmental & Sanitation Management

28	42. Adopt appropriate measures for prevention and internal displacement of Ghana's population	2. Institute early warning mechanisms for internal displacement	Environmental & Sanitation Management	SP5.1: Disaster Development Mgt	Organise early flood warning sensitisation exercise at flood prone areas (New Town, etc)	TMA					40,000.00	40,000.00		80,000.00	NADMO	PR unit	Environmental & Sanitation Management
29	10. Reduce morbidity and mortality and disability	47. Strengthen public health emergency preparedness and response	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Organise public awareness programs to sensitise the people on cholera, malaria prevention, and other sanitation related diseases	Metro wide						120,000.00		120,000.00	Env. Health Unit	NADMO	Environmental & Sanitation Management
30	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	39. Prepare adequate drainage plans MMDAs	Infrastructure Delivery & Management	SP2.2: Urban Roads Mgt	Construction of 900MM U-drain at Tema Newtown (Tema East)	Newtown					800,000.00	500,000.00		1,300,000.00	DUR	Waste Mgn't	Infrastructure Delivery & Management
31	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	39. Prepare adequate drainage plans MMDAs	Infrastructure Delivery & Management	SP2.2: Urban Roads Mgt	Carry out drainage works within Tema Metropolis	Metro wide					2,000,000.00	1,500,000.00	500,000.00	4,000,000.00	DUR	Waste Mgn't	Infrastructure Delivery & Management
32	4. Ensure sustainable development and management in the transport sector	25. Develop and enforce safety standards and regulations in provision of transport services	Infrastructure Delivery & Management	SP4.2: Transport and Traffic Mgt	Carry out traffic and terminal management exercises to ensure safety within Tema Metropolis	Metro wide					40,000.00	40,000.00		80,000.00	DoT	DUR	Infrastructure Delivery & Management

33	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	39. Prepare adequate drainage plans MMDAs	Infrastructure Delivery & Management	SP2.2: Urban Roads Mgt	Construct storm drains (Tema Newtown, Community 6)	Metro wide					1,000,000.00	3,500,000.00	4,500,000.00	DUR	Works Dep't	Infrastructure Delivery & Management
34	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	43. Ensure proper urban and landscape design and implementation	Infrastructure Delivery & Management	SP2.1: Public Works Services	Supply/ installation/ maintenance of street lights in the Metropolis	Metro wide		800,000.00			1,200,000.00		2,000,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
35	12. Strengthen national policy formulation, development planning, and M&E processes at all levels	124. Institutionalize the coordination of development policy formulation, planning, monitoring and evaluation (M&E) at all levels especially among sector agencies	Management & Administration	SP1.2: Planning and Coordinating	Conduct Quarterly routing monitoring and evaluation (Mid-term, Terminal, Ex-post) exercises within the metropolis	Metro wide					1,000,000.00		1,000,000.00	MDPU	Central Admin.	Management & Administration
36	2. Create an accessible, affordable, reliable, effective and efficient transport system that meets user needs	11. Develop and promote the efficient and safe use of Non-Motorised Transport facilities such as bicycle lanes and pedestrian walkways in congested central business districts	Social Service Delivery	SP4.2: Transport and Traffic Mgt	Decongest CBD for the development of pedestrian walk ways	C1		1,000,000.00			1,000,000.00		2,000,000.00	DoT	Central Admin.	Social Service Delivery

37	1. Improve access to sanitation	133. Promote recycling, re-use, reduction and recovery principles in liquid waste management system at all levels.	Environmental & Sanitation Management	SP5.2: Environmental Protection management Waste Mgt	Procurement of 4No. Skip containers for waste collection	TMA					500,000.00	500,000.00		1,000,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management
38	1. Improve access to sanitation	133. Promote recycling, re-use, reduction and recovery principles in liquid waste management system at all levels.	Environmental & Sanitation Management	SP5.2: Environmental Protection management Waste Mgt	Facilitate efficient management of liquid waste in the Metropolis	TMA					800,000.00	800,000.00	400,000.00	2,000,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management
39	17. Develop and implement a national digital system for property identification	71. Develop and maintain online database for all categories of landed properties	Budget & Finance	SP6.3: Revenue Mobilization and Mgt	Support street naming and property addressing exercise including Bureau for information management	Metro wide					1,000,000.00	1,000,000.00		2,000,000.00	Physical Planning	MDPU	Budget & Finance
40	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	40. Strengthen the institutional capacity to manage human settlements and land use and spatial planning nationwide	Environmental & Sanitation Management	SP2.3: Physical and Spatial Planning Development	Preparation of Local Plans for Bankuman, Newtown and revise local plans	Bankuman, Newtown					200,000.00	800,000.00		1,000,000.00	Physical Planning	MDPU	Environmental & Sanitation Management
41	17. Develop and implement a national digital system for property identification	74. Develop an identification coding scheme for landed properties	Budget & Finance	SP6.3: Revenue Mobilization and Mgt	Revalue properties in the Metropolis	Metro wide					100,000.00	200,000.00	100,000.00	400,000.00	Finance Dept.	Budget and Rating	Budget & Finance
42	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	60. Establish special economic corridors	Infrastructure Delivery & Management	SP2.2: Urban Roads Mgt	Gravelling, reshaping of roads and landscaping works at Tema General Hospital New Morgue area	C11					2,000,000.00			2,000,000.00	DUR	Works Dep't	Infrastructure Delivery & Management

43	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	44. Promote construction of covered drains	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Carry out regular desilting of drains and culverts in the metropolis	Metro wide					2,000,000.00	2,000,000.00		4,000,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management
44	1. Improve access to sanitation	131. Promote the construction and use of modern household and institutional toilet facilities	Environmental & Sanitation Management	SP2.1: Public Works Services	Construct 35 improved Institutional toilets and water supply facilities in selected schools in the Tema Metropolis	Metro wide						8,000,000.00	8,000,000.00		Works Dep't	Waste Mgn't	Environmental & Sanitation Management
45	1. Improve sector institutional capacity	167. Increase and equip front line staff for sanitation	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Provide tools and equipment to support clean-up exercises	TMA					20,000.00	20,000.00		40,000.00	Env. Health Unit	Central Admin.	Environmental & Sanitation Management
46	75. Formulate and implement policies, programmes and projects to reduce vulnerability and exclusion	156. Strengthen and progressively expand existing Social Protection Interventions to cover all vulnerable groups	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Bury paupers in the Metropolis	Metro wide						40,000.00		40,000.00	Env. Health Unit	Central Admin.	Environmental & Sanitation Management
47	10. Reduce morbidity and mortality and disability	47. Strengthen public health emergency preparedness and response	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Organize regular spraying of Malaria vector breeding areas (Marshy areas, under kiosks, open drains, refuse transfer stations)	Metro wide					20,000.00	20,000.00		40,000.00	Env. Health Unit	Central Admin.	Environmental & Sanitation Management
48	1. Improve access to sanitation	131. Promote the construction and use of modern household and institutional toilet facilities	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Facilitate the provision of household toilets under GAMA water and sanitation project	Metro wide							1,000,000.00	1,000,000.00	Waste Mgn't	Central Admin.	Environmental & Sanitation Management

49	111. Improve sector institutional capacity	168. Enhance capacity of relevant institutions and community level structures for sanitation and hygiene services	Social Service Delivery	SP5.2: Environmental Protection and Waste Mgt	Sensitize food vendors, traders, Faith based organizations and other Community based groups on hygiene	Metro wide					40,000.00		40,000.00	Env. Health Unit	Central Admin.	Social Service Delivery
50	111. Improve sector institutional capacity	168. Enhance capacity of relevant institutions and community level structures for sanitation and hygiene services	Social Service Delivery	SP5.2: Environmental Protection and Waste Mgt	Organize global hand washing day to sensitize the general public to wash hands properly with soap and water to prevent communicable diseases	Metro wide			40,000.00	40,000.00			80,000.00	SWCD	Central Admin.	Social Service Delivery
51	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Supply of furniture (Dual Desk) for Mexico, Adjetey Ansah, Anglican and Mante-Din ICBS Schools	Mexico, Adjetey Ansah, Anglican and Mante-Din					99,000.00		99,000.00	Procure m't Unit	Central Admin.	Social Service Delivery
52	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Supply of furniture for Basic Schools and Senior High Schools	Metro wide			400,000.00		600,000.00		1,000,000.00	Procure m't Unit	Central Admin.	Social Service Delivery
53	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Rehabilitate schools in the Metropolis	Metro wide			100,000.00	100,000.00			200,000.00	Works Dep't	Central Admin.	Social Service Delivery

54	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Construction of 6 unit classroom block at Mexico School	Mexico					400,000.00		400,000.00	Works Dep't	Central Admin.	Social Service Delivery
55	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Construction of 9 unit classroom block at Anglican School	Anglican				500,000.00			500,000.00	Works Dep't	Central Admin.	Social Service Delivery
56	4. Promote sustainable and efficient management of education service delivery	19. Restore the honour and respect of teachers and make teaching a profession of choice for the youth	Social Service Delivery	SP3.1: Education Youth and Sports	Provide funds for the organisation of best teacher awards in order to ensure effective teacher preparation, upgrading and improvement.	TMA					1,000,000.00		1,000,000.00	Educator Director	Central Admin.	Social Service Delivery
57	26. Provide ICT infrastructure and services to all educational institutions and increase ICT skills of teachers to facilitate teaching and learning at all levels of the educational system.	128. Revise the ICT for education Policy to be in line with new trends	Social Service Delivery	SP3.1: Education Youth and Sports	Organise science fairs at the sub-metro and metro levels	Metro wide					80,000.00		80,000.00	Educator Director	Central Admin.	Social Service Delivery
58	1. Improve private sector productivity and competitiveness domestically and globally	7. Invest in human resources with relevant modern skills and competences	Social Service Delivery	SP3.1: Education Youth and Sports	Organize School enrolment through "My First Day at School"	Metro wide					80,000.00		80,000.00	Educator Director	Central Admin.	Social Service Delivery

59	129. Ensure effective human capital development and management	266. Determine the human capital and skill sets needs for Ghana over the medium and long term	Social Service Delivery	SP3.1: Education Youth and Sports	Organize ADEOP workshop	TMA					80,000.00		80,000.00	Education Directorate	Central Admin.	Social Service Delivery
60	52. Promote change in the socio-cultural construction inhibiting gender equality.	67. Adopt legal and operational measures to reinforce the principle of gender equality and equity	Social Service Delivery	SP3.1: Education Youth and Sports	Organize STME Clinic for girls	TMA					100,000.00		100,000.00	Education Directorate	Central Admin.	Social Service Delivery
61	52. Promote change in the socio-cultural construction inhibiting gender equality	65. Mainstream gender topics including menstrual hygiene management in our educational curriculum at the basic level	Social Service Delivery	SP3.1: Education Youth and Sports	Sensitization of Senior High Students on teenage pregnancy, and personal hygiene	TMA					80,000.00		80,000.00	SWCD	Central Admin.	Social Service Delivery
62	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Provide funds for the award of scholarship for needy but brilliant students in the Metropolis in order to upgrade their skills and knowledge.	TMA			500,000.00	500,000.00			1,000,000.00	Central Admin.	Education Directorate	Social Service Delivery
63	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	66. Engage relevant CSOs to advocate for gender equality	Social Service Delivery	SP3.2: Social Welfare and Community Development	Carry out international day for women and Organize Medical screening	Metro wide					40,000.00		40,000.00	SWCD	Central Admin.	Social Service Delivery

64	10. Reduce morbidity and mortality and disability	47. Strengthen public health emergency preparedness and response	Social Service Delivery	SP3.3: Health Services	Sensitization programme on cholera, yellow fever and ebola, etc.	TMA					120,000.00		120,000.00	Health Directorate	Central Admin.	Social Service Delivery
65	10. Reduce morbidity and mortality and disability	57. Strengthen maternal, new born care and adolescent services	Social Service Delivery	SP3.3: Health Services	Organize Stakeholder meeting on maternal, child and adolescent health	TMA					80,000.00		80,000.00	SWCD	Central Admin.	Social Service Delivery
66	14. Ensure the reduction of new HIV and AIDS/STIs infections, especially among the vulnerable groups	97. Strengthen collaboration among HIV & AIDs, TB, and sexual and reproductive health programmes	Social Service Delivery	SP3.3: Health Services	Organise metro response initiative on HIV and AIDS	TMA			80,000.00				80,000.00	MDPU	Central Admin.	Social Service Delivery
67	6. Boost revenue mobilisation, eliminate tax abuses and improve efficiency	21. Strengthen revenue administration	Budget & Finance	SP6.3: Revenue Mobilization and Mgt	Organize radio and other mass media sensitization programme to improve revenue mobilization	TMA					80,000.00		80,000.00	PR Unit	Central Admin.	Budget & Finance
68	6. Boost revenue mobilisation, eliminate tax abuses and improve efficiency	21. Strengthen revenue administration	Budget & Finance	SP6.3: Revenue Mobilization and Mgt	Prepare 2019-2021 Fee Fixing Resolution, Mid-year Review of Action Plan and Budget	TMA					100,000.00		100,000.00	Budget & Rating	Central Admin.	Budget & Finance
69	9. Improve public expenditure management and budgetary control	28. Introduce regulations to support the implementation of the PFMA	Budget & Finance	SP6.3: Revenue Mobilization and Mgt	Prepare 2019 - 2021 Budget	TMA					100,000.00		100,000.00	Budget & Rating	Central Admin.	Budget & Finance
70	111. Improve sector institutional capacity	171. Establish environmental sanitation standards	Infrastructure Delivery & Management	SP2.1: Public Works Services	Construction of fence wall around Newtown Cemetery and completion of Community 9 cemetery fence	Man- hean and C9					1,000,000.00		1,000,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management

					wall										
71	Promote Development communication around the long and medium term development policy frameworks	13. Create ownership for the NMTDPF and generate responsibility for its successful implementation	Management & Administration	SP1.2: Planning and Coordinating	Prepare 2018 to 2021 MTDP and Annual Action Plans	TMA				80,000.00		80,000.00	MDPU	Central Admin.	Management & Administration
72	8. Ensure full political, administrative and fiscal decentralization	84. Ensure effective and efficient resource mobilization, internal revenue generation and resource management	Infrastructure Delivery & Management	SP2.1: Public Works Services	Construction of 4-Storey TMA New Administration Block at Comm.1	C1				6,000,000.00		6,000,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
73	8. Ensure full political, administrative and fiscal decentralization	85. Ensure capacity building of district assembly staff on regular basis	Management & Administration	SP1.1: General Adm.	Develop the capacity of Staff and Assembly members (Internal and External)	TMA			100,000.00	100,000.00		200,000.00	HR Unit	Central Admin.	Management & Administration
74	8. Establish a timely and effective preventive maintenance plan for all public transport vehicles	34. Institute a robust maintenance scheme for our RRPBs- Rail, Roads, Ports, and Harbours	Management & Administration	SP1.1: General Adm.	Support operation and maintenance activities in the Metropolis	TMA			100,000.00	100,000.00		200,000.00	Estate Dept.	Central Admin.	Management & Administration
75	9. Eliminate the worst forms of child labour	25. Create awareness on child rights and responsibilities	Social Service Delivery	SP3.2: Social Welfare and Community Development	Organize sensitization programmes on child labour and its related issues for parents, guardians and vulnerable children	TMA				100,000.00		100,000.00	SWCD	Central Admin.	Social Service Delivery

76	77. Strengthen the livelihood empowerment against poverty programme.	25. Progressively expand the LEAP to cover extreme poor and vulnerable household	Social Service Delivery	SP3.2: Social Welfare and Community Development	Provide funds for the implementation of LEAP projects	TMA					1,000,000.00			1,000,000.00	SWCD	Central Admin.	Social Service Delivery
77	1. Promote democratic devolution of executive power	3. Deepen People's Assemblies to encourage citizens to participate in government	Management & Administration	SP1.2: Planning and Coordinating	Improve stakeholder involvement through the regular update of official website, radio discussions and feedback ('Time With TMA' at Obonu FM), media briefing/ press releases, etc.	TMA					400,000.00			400,000.00	PR Unit	MDPU	Management & Administration
78	52. Promote change in the socio-cultural construction inhibiting gender equality.	66. Engage relevant CSOs to advocate for gender equality	Social Service Delivery	SP3.2: Social Welfare and Community Development	Train staff and Hon. Assembly Members on gender mainstreaming and gender related programme	TMA					100,000.00			100,000.00	MDPU	Central Admin.	Social Service Delivery
79	69. Promote youth participation in electoral democracy and governance	130. Create opportunities for young people to practice political and civic engagement throughout the whole electoral cycle	Management & Administration	SP1.1: General Adm.	Support for community electoral area development projects	Metro wide					2,600,000.00			2,600,000.00	Central Admin.	Budget and Rating	Management & Administration
80	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Carry out rehabilitation works in Basic Schools in the Metropolis (e.g. community 7 No.1 and 2 Basic, etc.)	Metro wide					1,000,000.00	1,000,000.00		2,000,000.00	Works Dep't	Central Admin.	Social Service Delivery

81	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP3.1: Education Youth and Sports	Construction of 1No. 2 storey ,18 Unit classroom block at Newtown Presby School	Tema Newtown Presby School					2,500,000.00	500,000.00		3,000,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
82	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP3.1: Education Youth and Sports	Construction of 1No.2 storey 12Unit classroom block at Community 7 No.1 Basic School	Comm. 7 No.1					1,000,000.00	800,000.00		1,800,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
83	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP3.1: Education Youth and Sports	Construction of school feeding kitchen at ICBS - sch	selected communities						2,000,000.00		2,000,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
91	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP3.1: Education Youth and Sports	Construction of fence wall for selected schools,	Construction of fence wall at Comm. 8No. 3 JHS, Naval Base Cluster of School (Pre-Sch, Prim. And JHS), Manhean Prim. And Methodist Basic School, St. Peters Catholic Basic					40,000.00	260,000.00		300,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management

School
SDA Basic
Sch.,
Manhean,
Comm.4
No.2
Prim.,
TMA
Manhean
Prim. And
Methodist
Basic
School,
Comm. 11
School
Complex
(A/B and
JHS),
Oninku
Drive 1
and 2
(Prim. And
JHS)
Comm. 1
TMA
Prim. And
JHS,
Akojo JHS
Comm. 1,
Comm. 8
No. 1
Basic
School ,
Comm. 7
No.2 JHS,
Twedease
Prim. and
JHS
Comm. 1,
Nii
Adjetey
Ansah
Mem. JHS
(Newtown
) , Comm.
7 No.1
Prim.
School,
Comm. 8.

						No.2 JHS,									
99	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP3.1: Education Youth and Sports	Construction of fence wall at Community 8. No.2 JHS	C8				380,000.00		380,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
100	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP2.1: Public Works Services	Completion of fence wall at Community 9 and Tema Manhean Cemeteries	C9			1,400,000.00			1,400,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
101	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Construction of fence wall and canteen for Redemption Valley Basic Sch.	C9				320,000.00		320,000.00	Works Dep't	Central Admin.	Social Service Delivery

102	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP2.1: Public Works Services	Construction /rehab. of market store/ sheds for Community 4 markets	C4					280,000.00	4,100,000.00		4,380,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
103	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP3.1: Education Youth and Sports	Completion of 4 Unit Classroom Block at Manhean Presby Basic Sch.	Manhean					40,000.00	90,000.00		130,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
104	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP2.1: Public Works Services	Completion of 1 No. 6 Unit Classroom block at C 4 basic school	C 4					1,800,000.00			1,800,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
105	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities		Infrastructure Delivery & Management	SP2.1: Public Works Services	Paving works along major roads, markets, etc.	Metro wide					2,000,000.00			2,000,000.00	Works Dep't	DUR	Infrastructure Delivery & Management
106	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.		Infrastructure Delivery & Management	SP2.1: Public Works Services	Construction of car parks	Tema Newtown								-	Works Dep't	DoT	Infrastructure Delivery & Management

107	9. Ensure sustainable, equitable and easily accessible healthcare services	40. Accelerate the implementation of the revised CHPS strategy especially in under-served areas	Social Service Delivery	SP3.3: Health Services	Fencing and paving of 2No. CHPS compound	selected communities					600,000.00		600,000.00	Works Dep't	Health Directorate	Social Service Delivery
108	69. Promote youth participation in electoral democracy and governance	130. Create opportunities for young people to practice political and civic engagement throughout the whole electoral cycle	Management & Administration	SP1.1: General Adm.	Facilitate the implementation of constituency projects and programmes in the metropolis	Metro wide					200,000.00		200,000.00	Central Admin.	Central Admin.	Management & Administration
109	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Construction of 2 Unit Classroom Block with Toilet Facilities for Tema Methodist Day SHS	Tema			60,000.00	40,000.00			100,000.00	Works Dep't	Central Admin.	Social Service Delivery
110	12. Develop an effective domestic market	86. Improve market infrastructure and sanitary conditions	Social Service Delivery	SP2.1: Public Works Services	Completion of Shops and Sheds at the Tema New Town Market, etc.	Tema Newtown			800,000.00	1,000,000.00			1,800,000.00	Works Dep't	Central Admin.	Economic Development
111	12. Develop an effective domestic market	86. Improve market infrastructure and sanitary conditions	Economic Development	SP2.1: Public Works Services	Fencing /rehabilitation of selected markets	Metro wide			2,000,000.00				2,000,000.00	Works Dep't	Central Admin.	Economic Development
112	10. Increase private sector investments in agriculture	68. Develop programmes to increase the participation of the youth in agriculture and aquaculture business	Economic Development	SP4.3: Agric Development	Facilitate the implementation "Planting for Food and Jobs" programmes in the metropolis	Metro wide			40,000.00	40,000.00			80,000.00	Agric. Dept.	Central Admin.	Economic Development

113	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	60. Establish special economic corridors	Economic Development	SP2.2: Urban Roads Mgt	Provide funds for construction of drainage works, reshaping of local roads in Tema Newtown including the new CBD to Newtown	Tema Newtown					2,000,000.00	2,000,000.00		4,000,000.00	DUR	Works Dep't	Economic Development
114	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	60. Establish special economic corridors	Economic Development	SP2.2: Urban Roads Mgt	Pothole patching and sectional resealing works in Tema East	Tema East					1,300,000.00			1,300,000.00	DUR	Works Dep't	Economic Development
115	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	60. Establish special economic corridors	Economic Development	SP2.2: Urban Roads Mgt	Pothole patching and sectional resealing works in Tema Central	Tema Central					1,200,000.00			1,200,000.00			
116	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	39. Prepare adequate drainage plans MMDAs	Social Service Delivery	SP2.2: Urban Roads Mgt	Construction of storm drains behind Tema Joint Church, Community 3 Main Road, etc.	Comm. 7					200,000.00	1,000,000.00		1,200,000.00	DUR	Waste Mgn't	Social Service Delivery
117	107. Improve access to sanitation	131. Promote the construction and use of modern household and institutional toilet facilities	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Construct 2No. Public Toilets at Bankuman Etc.	Bankuman, Comm. 4 Market.					1,000,000.00	500,000.00	500,000.00	2,000,000.00	Works Dep't	Waste Mgn't	Environmental & Sanitation Management
118	1. Promote sustainable water resource development and management	3. Investigate and develop hydrogeological and groundwater base (i.e. shallow, intermediate and deep aquifers)	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Facilitate the extension of pipe born water to unserved areas	Metro wide					1,000,000.00			1,000,000.00	Works Dep't	Waste Mgn't	Environmental & Sanitation Management

119	75. Formulate and implement policies, programmes and projects to reduce vulnerability and exclusion	156. Strengthen and progressively expand existing Social Protection Interventions to cover all vulnerable groups	Social Service Delivery	SP3.2: Social Welfare and Community Development	Provide social support services to children in difficult situations (child labour)	Metro wide					40,000.00	40,000.00		80,000.00	SWCD	Central Admin.	Social Service Delivery
120	1. Promote democratic devolution of executive power	130. Create opportunities for young people to practice political and civic engagement throughout the whole electoral cycle	Management & Administration	SP1.1: General Adm.	Procurement of a new comprehensive and integrated software for the preparation of property and business operating permits	TMA					600,000.00			600,000.00	Finance Dept.	IT Unit	Management & Administration
121	69. Promote youth participation in electoral democracy and governance	130. Create opportunities for young people to practice political and civic engagement throughout the whole electoral cycle	Management & Administration	SP1.1: General Adm.	Implementation of Members of Parliament (MPs) constituency projects	Metro wide					4,000,000.00			4,000,000.00	Central Admin.	Finance Dept.	Management & Administration
					TOTAL						43,506,000.00	52,348,000.00	18,539,000.0	114,393,000.00			

CHAPTER FIVE

ANNUAL ACTION PLAN

5.1 Introduction

This chapter focuses on the District Annual Action Plan (AAP) for the various programmes and projects that will be implemented within the planned period 2018-2021. The POA and the AAP implementation also includes the responsibilities of the departments/agencies/units directly involved in the implementation as well as collaborating agencies within the specified period of time. Justification of projects/programmes, their locations and cost, criteria for phasing of the plan and other implementation factors are also discussed in this Chapter. Arrangements for funding the estimated cost of implementing the plan and related cost sharing/ funding sources are also considered under the chapter.

5.2 Criteria for Phasing of the Development Plan

The selection of projects/programmes for implementation within the four-year period (2018-2021) was based on agreed criteria notably:

- Completion of on-going projects.
- Projects/ programmes which fall in line with priorities under the national and metropolitan goals.
- Projects/ programmes which provide the necessary conditions and infrastructure for other direct productive activities to take off.
- Projects/ programmes that will address cross-cutting issues such as gender, environment, HIV and AIDS, social protection, local economic development, maternal health, vulnerable groups and other pro-poor interventions into the development process.
- Government's special projects
- Emergency projects
- The "Tema Restoration Agenda" for the Tema Metropolis
- Projects that have the potential to generate revenue for the Assembly
- Projects/programmes that qualify for Public Private Partnership (PPP) arrangements.
- Emergency programmes / projects to quickly alleviate the sufferings of the people.

5.3 Justification for Choice of Annual Plan and Location of Projects/programmes

The specific locations of projects are based on the following factors:

- Needy or deprived areas in terms of socio-economic infrastructure and services, accessibility, and spatial/ economic interaction.
- Access to deprived urban poor.
- Projects with the capacity to ensure high returns to investment due to availability of needed facilities and markets.
- Areas which are centrally located to make information flow and sharing of cost benefit effective. This includes areas that can generate local revenue for the metropolis.
- Communities with a proven capacity for self-help and local initiatives.
- Emergencies such as disaster, disease outbreak, conflicts, etc.
- Programmes and projects to enhance the implementation of the "Tema Restoration Agenda"

5.4 Implementation Factors

The implementation of planned programmes/ projects within the four-year period will take into consideration certain administrative, social, climatic, and geological factors.

Some of these includes:

- Timely availability of funds and other inputs.
- Availability of personnel with the necessary technical skills and expertise.
- The seasonal calendar of the activities of urban population, especially fishermen, small, medium and large scale businesses, etc.
- Availability of land.
- The seasons and their effects on the roads.
- Sensitivity to cultural norms and practices of the people.
- Programmes and projects that lend themselves to PPP arrangements
- Emergency projects
- Priority and special projects by government

5.5 Selection of Implementing Agency

The various implementing departments/ agencies, NGOs and donors were chosen for the following reasons:

- Existing and expected functions.
- On-going and planned projects by the agency in question.
- Technical resource availability.
- Expertise in the relevant field of project.
- Availability of timely and reliable funding.

5.6 Arrangement for Funding

Funds from the Central Government would form the main source of financing the development plan. Efforts will also be made to source funds from NGOs and other donors in the metropolis for plan implementation. The Assembly's internally generated revenue is also expected to support some aspects of the plan to facilitate easy access to finances for implementation. In addition, Corporate Tema is expected to play a major role in the implementation process by way of "adopting" a school under the Restoration Agenda.

ANNUAL ACTION PLANS

2018 ANNUAL ACTION PLAN (AAP)														
NO	POLICY OBJECTIVE	POLICY STRATEGY	PROGRAMMES	SUB-PROGRAMME AREAS	PROJECTS	LOCATION	QUARTERLY				INDICATIVE BUDGET (GHC)	IMPLEMENTATION		PBB PROGRAMME AREAS
							1ST	2ND	3RD	4TH		LEAD	COLLAB.	
1	1. Improve private sector productivity and competitiveness domestically and globally	6. Accelerate investment in modern infrastructure development	Infrastructure Delivery & Management	SP2.1: Public Works Services	Complete three storey (2 Storey shops and 1 Storey sub-metro office) with washroom facilities at Community 11 station	Comm.11					1,000,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
2	1. Improve private sector productivity and competitiveness domestically and globally	6. Accelerate investment in modern infrastructure development	Infrastructure Delivery & Management	SP2.1: Public Works Services	Carry out renovation works at Tema East Sub-Metro, Marriage Hall (Old Assembly Hall), Social Welfare and Comm. Development Office and Official Bungalow for District Director of Education	Tema New town, TMA Head Office, Comm.9					500,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
3	Enhance Capture Fish Production and Productivity	6.1.1 Improve existing fish landing sites and develop other related infrastructure	Economic Development	SP4.3: Agric Development	Support economic activities of fishermen and 179 women (outboard motors,etc) in the metropolis	Metro wide					500,000.00	Agric Directorate	Budget and Rating	Economic Development
4	2. Strengthen environmental governance	30. Intensify capacity building in the application of strategic environmental assessment in the planning process	Management & Administration	SP1.2: Planning and Coordinating	Carry out PFM/Town hall meetings (communication) to engage stakeholders in the metropolis	Metro wide					60,000.00	Public Relation Unit	Dev't Planning Unit	Management & Administration

5	20. Promote livestock and poultry development for food security and income generation	172. Intensify disease control and surveillance especially for zoonotic and scheduled diseases	Economic Development	SP4.3: Agric Development	Organise training for 120 butchers on meat hygiene	Metro wide					2,000.00	Agric Directorate	Central Admin.	Environmental & Sanitation Management
6	107. Improve access to sanitation	134. Facilitate the preparation of sewerage masterplans, including faecal sludge management and waste treatment facilities for all urban settlements	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Organise public awareness programs to sensitise the people cholera, malaria prevention, and other sanitation related diseases	Metro wide					2,000.00	MEHD	Central Admin.	Environmental & Sanitation Management
7	107. Improve access to sanitation	134. Facilitate the preparation of sewerage masterplans, including faecal sludge management and waste treatment facilities for all urban settlements	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Carry out regular clearing of public cemeteries in the metropolis	C9 and Manhean					10,000.00	MEHD	Central Admin.	Environmental & Sanitation Management
8	6.Improve efficiency and competitiveness of SMEs	55. Develop a national plan for Entrepreneurship and Innovation in support of young businesses and start-ups	Management & Administration	SP1.1 General Adm.	Provide skill training programme in entrepreneurial skills and financial management to 100 SMEs and selected vulnerable persons (30male/70female)	TMA					50,000.00	Social welfare & Community Dev't	Central Admin.	Management & Administration
9	31. Create equal employment opportunities for PWDs	83. Promote entrepreneurship and financial support for PWDs	Economic Development	SP4.1: Development of Trade and Industry	Assist SMEs owned by persons with disability to improve their businesses (cash support)	TMA					25,000.00	Social welfare & Community Dev't	Central Admin.	Economic Development

10	53. Promote economic empowerment of women.	73. Provide alternate life skills training and seed capital, as well as partnering the private sector, NGOs and charities to provide temporary hostel facilities.	Economic Development	SP4.1: Development of Trade and Industry	Upgrade the skills of women in income generating activities (pomade, powder, soap, confectionery making, etc.)	TMA					40,000.00	Social welfare & Community Dev't	Central Admin.	Economic Development
11	37. Ensure timely and reliable demographic data	10. Restructure and re-position Birth and Death Registry	Management & Administration	SP1.1: General Adm.	Support the activities of Births and Deaths Registry in the metropolis	TMA					30,000.00	Birth & Death	ISD	Management & Administration
12	1. Diversify and expand the tourism industry for economic development	78. Market Ghana as a competitive tourist destination	Economic Development	SP4.1: Development of Trade and Industry	Organise world tourism day to create awareness on local and international tourism	Metro wide					1,000.00	Central Admin.	ISD	Economic Development
13	1. Diversify and expand the tourism industry for economic development	78. Market Ghana as a competitive tourist destination	Economic Development	SP4.1: Development of Trade and Industry	Organise food fair and exhibition to showcase traditional Ghanaian local dishes and their ingredients to promote local tourism	TMA					1,000.00	Central Admin.	PR unit	Economic Development
14	20. Promote livestock and poultry development for food security and income generation	172. Intensify disease control and surveillance especially for zoonotic and scheduled diseases	Economic Development	SP4.3: Agric Development	Vaccinate 2000 sheep and goats and 750 cattle against PPR and CBPP	Metro wide					15,000.00	Agric Directorate	Central Admin.	Economic Development
15	14. Accelerate Ghana's transition to a green economy	194. Promote tree planting and green landscaping in communities	Environmental & Sanitation Management	SP5.3: Natural Resource Conservation	Carry out the planting of cocoa nut trees along the beach fronts at Tema Fishing Harbour	Metro wide					6,250.00	Horti-culture	Agric Directorate	Environmental & Sanitation Management

16	6. Re-orientate agriculture education and increase access to extension services	50. Use Agriculture Award Winners and FBOs as sources of extension in production and markets to transform subsistence farming into commercial agriculture	Economic Development	SP4.3: Agric Development	Organize farmers day celebration	TMA					18,750.00	Agric Directorate	Central Admin.	Economic Development
17	14. Accelerate Ghana's transition to a green economy	200. Develop coordinated response to climate change challenges through linkages between research, industry and government	Environmental & Sanitation Management	SP5.3: Natural Resource Conservation	Provide funds for general landscaping in the Metropolis	Metro wide					300,000.00	Horticulture	Agric Directrate	Environmental & Sanitation Management
18	14. Accelerate Ghana's transition to a green economy	194. Promote tree planting and green landscaping in communities	Environmental & Sanitation Management	SP5.3: Natural Resource Conservation	Greening of parks and other open spaces in the Metropolis	Metro wide					10,000.00	Horticulture	Agric Directrate	Environmental & Sanitation Management
19	14. Accelerate Ghana's transition to a green economy	194. Promote tree planting and green landscaping in communities	Environmental & Sanitation Management	SP5.3: Natural Resource Conservation	Plant trees and restore mangroves within the Chemu lagoon area	Manhean					150,000.00	Horticulture	Agric Directrate	Environmental & Sanitation Management
20	107. Improve access to sanitation	155. Promote recycling and reuse of solid waste	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Ensure effective collection of waste in the Metropolis (at least once a week)	Metro wide					250,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management
21	107. Improve access to sanitation	167. Increase and equip front line staff for sanitation	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Facilitate the acquisition of land for the construction 2 additional cells for extended landfill and waste- to-energy project	TMA					250,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management

22	107. Improve access to sanitation	134. Facilitate the preparation of sewerage masterplans, including faecal sludge management and waste treatment facilities for all urban settlements	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Replacement of collapsed sewers and construction of damaged manholes	Metro wide					1,000,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management
23	107. Improve access to sanitation	134. Facilitate the preparation of sewerage masterplans, including faecal sludge management and waste treatment facilities for all urban settlements	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Purchase of sewer equipment for rodding, 3 dewatering machines and rehabilitation of pumping station and septage plants	TMA					300,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management
24	42. Adopt appropriate measures for prevention and internal displacement of Ghana's population	31. Institute measures to address the health needs of internally displaced persons and cross-border migrants displaced by conflict/natural disasters	Environmental & Sanitation Management	SP5.1: Disaster Development Mgt	Sensitise and create public awareness on Disaster Risk Reduction (DRR) within residential communities, markets, school, lorry parks and organised skilled labour (electricians, welders, mechanics, drivers etc.)	Metro wide					60,000.00	NADMO	Works Dep't	Environmental & Sanitation Management
25	42. Adopt appropriate measures for prevention and internal displacement of Ghana's population	2. Institute early warning mechanisms for internal displacement	Environmental & Sanitation Management	SP5.1: Disaster Development Mgt	Organise sensitisation program on safety and first aid treatment at beaches and other places where people converge for social events	Metro wide					200,000.00	NADMO	PR unit	Environmental & Sanitation Management

26	9. Improve capacity to adapt to climate change impacts	158. Enhance institutional coordination and information systems and databases for effective adaptation monitoring and reporting	Environmental & Sanitation Management	SP5.1: Disaster Development Mgt	Identify and monitor hazards and risk activities to reduce impact of climate change	Metro wide					20,000.00	NADMO	Works Dep't	Environmental & Sanitation Management
27	42. Adopt appropriate measures for prevention and internal displacement of Ghana's population	31. Institute measures to address the health needs of internally displaced persons and cross-border migrants displaced by conflict/natural disasters	Environmental & Sanitation Management	SP5.1: Disaster Development Mgt	Provide training for 60 disaster volunteers on basic disaster management and rescue operation. Also provide training for TMA & NADMO staff on occupational health and workplace safety	TMA					30,000.00	NADMO	PR unit	Environmental & Sanitation Management
28	42. Adopt appropriate measures for prevention and internal displacement of Ghana's population	2. Institute early warning mechanisms for internal displacement	Environmental & Sanitation Management	SP5.1: Disaster Development Mgt	Organise early flood warning sensitisation exercise at flood prone areas (New Town, etc)	TMA					20,000.00	NADMO	PR unit	Environmental & Sanitation Management
29	10. Reduce morbidity and mortality and disability	47. Strengthen public health emergency preparedness and response	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Organise public awareness programs to sensitise the people on cholera, malaria prevention, and other sanitation related diseases	Metro wide					30,000.00	Env. Health Unit	NADMO	Environmental & Sanitation Management
30	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	39. Prepare adequate drainage plans MMDAs	Infrastructure Delivery & Management	SP2.2: Urban Roads Mgt	Construction of 900MM U-drain at Tema Newtown (Tema East)	Newtown					325,000.00	DUR	Waste Mgn't	Infrastructure Delivery & Management

31	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	39. Prepare adequate drainage plans MMDAs	Infrastructure Delivery & Management	SP2.2: Urban Roads Mgt	Carry out drainage works within Tema Metropolis	Metro wide					1,000,000.00	DUR	Waste Mgn't	Infrastructure Delivery & Management
32	4. Ensure sustainable development and management in the transport sector	25. Develop and enforce safety standards and regulations in provision of transport services	Infrastructure Delivery & Management	SP4.2: Transport and Traffic Mgt	Carry out traffic and terminal management exercises to ensure safety within Tema Metropolis	Metro wide					20,000.00	DoT	DUR	Infrastructure Delivery & Management
33	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	39. Prepare adequate drainage plans MMDAs	Infrastructure Delivery & Management	SP2.2: Urban Roads Mgt	Construct storm drains (Tema Newtown, Community 6)	Metro wide					1,125,000.00	DUR	Works Dep't	Infrastructure Delivery & Management
34	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	43. Ensure proper urban and landscape design and implementation	Infrastructure Delivery & Management	SP2.1: Public Works Services	Supply/ installation/ maintenance of street lights in the Metropolis	Metro wide					500,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
35	12. Strengthen national policy formulation, development planning, and M&E processes at all levels	124. Institutionalise the coordination of development policy formulation, planning, monitoring and evaluation (M&E) at all levels especially among sector agencies	Management & Administration	SP1.2: Planning and Coordinating	Conduct Quarterly routing monitoring and evaluation exercises within the metropolis	Metro wide					250,000.00	MDPU	Central Admin.	Management & Administration

36	2. Create an accessible, affordable, reliable, effective and efficient transport system that meets user needs	11. Develop and promote the efficient and safe use of Non-Motorised Transport facilities such as bicycle lanes and pedestrian walkways in congested central business districts	Social Service Delivery	SP4.2: Transport and Traffic Mgt	Decongest CBD for the development of pedestrian walk ways	C1				500,000.00	DoT	Central Admin.	Social Service Delivery
37	1. Improve access to sanitation	133. Promote recycling, re-use, reduction and recovery principles in liquid waste management system at all levels.	Environmental & Sanitation Management	SP5.2: Environmental Protection management Waste Mgt	Procurement of 4No. Skip containers for waste collection	TMA				250,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management
38	1. Improve access to sanitation	133. Promote recycling, re-use, reduction and recovery principles in liquid waste management system at all levels.	Environmental & Sanitation Management	SP5.2: Environmental Protection management Waste Mgt	Facilitate efficient management of liquid waste in the Metropolis	TMA				500,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management
39	17. Develop and implement a national digital system for property identification	71. Develop and maintain online database for all categories of landed properties	Budget & Finance	SP6.3: Revenue Mobilization and Mgt	Support street naming and property addressing exercise including Bureau for information management	Metro wide				500,000.00	Physical Planning	MDPU	Budget & Finance
40	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	40. Strengthen the institutional capacity to manage human settlements and land use and spatial planning nationwide	Environmental & Sanitation Management	SP2.3: Physical and Spatial Planning Development	Preparation of Local Plans for Bankuman, Newtown and revise local plans	Banku-man, Newtown				250,000.00	Physical Planning	MDPU	Environmental & Sanitation Management

41	17. Develop and implement a national digital system for property identification	74. Develop an identification coding scheme for landed properties	Budget & Finance	SP6.3: Revenue Mobilization and Mgt	Revalue properties in the Metropolis	Metro wide					400,000.00	Finance Dept.	Budget and Rating	Budget & Finance
42	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	60. Establish special economic corridors	Infrastructure Delivery & Management	SP2.2: Urban Roads Mgt	Gravelling, reshaping of roads and landscaping works at Tema General Hospital New Morgue area	C11					500,000.00	DUR	Works Dep't	Infrastructure Delivery & Management
43	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	44. Promote construction of covered drains	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Carry out regular desilting of drains and culverts in the metropolis	Metro wide					1,000,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management
44	1. Improve access to sanitation	131. Promote the construction and use of modern household and institutional toilet facilities	Environmental & Sanitation Management	SP2.1: Public Works Services	Construct 35 improved Institutional toilets and water supply facilities in selected schools in the Tema Metropolis	Metro wide					2,000,000.00	Works Dep't	Waste Mgn't	Environmental & Sanitation Management
45	1. Improve sector institutional capacity	167. Increase and equip front line staff for sanitation	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Provide tools and equipment to support clean-up exercises	TMA					10,000.00	Env. Health Unit	Central Admin.	Environmental & Sanitation Management
46	75. Formulate and implement policies, programmes and projects to reduce vulnerability and exclusion	156. Strengthen and progressively expand existing Social Protection Interventions to cover all vulnerable groups	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Bury paupers in the Metropolis	Metro wide					10,000.00	Env. Health Unit	Central Admin.	Environmental & Sanitation Management

47	10. Reduce morbidity and mortality and disability	47. Strengthen public health emergency preparedness and response	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Organize regular spraying of Malaria vector breeding areas (Marshy areas, under kiosks, open drains, refuse transfer stations)	Metro wide					10,000.00	Env. Health Unit	Central Admin.	Environmental & Sanitation Management
48	1. Improve access to sanitation	131. Promote the construction and use of modern household and institutional toilet facilities	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Facilitate the provision of household toilets under GAMA water and sanitation project	Metro wide					250,000.00	Waste Mgn't	Central Admin.	Environmental & Sanitation Management
49	111. Improve sector institutional capacity	168. Enhance capacity of relevant institutions and community level structures for sanitation and hygiene services	Social Service Delivery	SP5.2: Environmental Protection and Waste Mgt	Sensitize food vendors, traders, Faith based organizations and other Community based groups on hygiene	Metro wide					10,000.00	Env. Health Unit	Central Admin.	Social Service Delivery
50	111. Improve sector institutional capacity	168. Enhance capacity of relevant institutions and community level structures for sanitation and hygiene services	Social Service Delivery	SP5.2: Environmental Protection and Waste Mgt	Organize global hand washing day to sensitize the general public to wash hands properly with soap and water to prevent communicable diseases	Metro wide					20,000.00	SWCD	Central Admin.	Social Service Delivery
51	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Supply of furniture (Dual Desk) for Mexico, Adjetey Ansah, Anglican and Mante-Din ICBS Schools	Mexico, Adjetey Ansah, Anglican and Mante-Din					24,750.00	Procurem't Unit	Central Admin.	Social Service Delivery
52	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Supply of furniture for Basic Schools and Senior High Schools	Metro wide					250,000.00	Procurem't Unit	Central Admin.	Social Service Delivery

53	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Rehabilitate schools in the Metropolis	Metro wide					50,000.00	Works Dep't	Central Admin.	Social Service Delivery
54	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Construction of 6 unit classroom block at Mexico School	Mexico					100,000.00	Works Dep't	Central Admin.	Social Service Delivery
55	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Construction of 9 unit classroom block at Anglican School	Angli-can					125,000.00	Works Dep't	Central Admin.	Social Service Delivery
56	4. Promote sustainable and efficient management of education service delivery	19. Restore the honour and respect of teachers and make teaching a profession of choice for the youth	Social Service Delivery	SP3.1: Education Youth and Sports	Provide funds for the organisation of best teacher awards in order to ensure effective teacher preparation, upgrading and improvement.	TMA					250,000.00	Education Directorate	Central Admin.	Social Service Delivery
57	26. Provide ICT infrastructure and services to all educational institutions and increase ICT skills of teachers to facilitate teaching and learning at all levels of the educational system.	128. Revise the ICT for education Policy to be in line with new trends	Social Service Delivery	SP3.1: Education Youth and Sports	Organise science fairs at the sub-metro and metro levels	Metro wide					20,000.00	Education Directorate	Central Admin.	Social Service Delivery

58	1. Improve private sector productivity and competitiveness domestically and globally	7. Invest in human resources with relevant modern skills and competences	Social Service Delivery	SP3.1: Education Youth and Sports	Organize School enrolment through "My First Day at School"	Metro wide					20,000.00	Education Directorate	Central Admin.	Social Service Delivery
59	129. Ensure effective human capital development and management	266. Determine the human capital and skill sets needs for Ghana over the medium and long term	Social Service Delivery	SP3.1: Education Youth and Sports	Organize ADEOP workshop	TMA					20,000.00	Education Directorate	Central Admin.	Social Service Delivery
60	52. Promote change in the socio-cultural construction inhibiting gender equality.	67. Adopt legal and operational measures to reinforce the principle of gender equality and equity	Social Service Delivery	SP3.1: Education Youth and Sports	Organize STME Clinic for girls	TMA					25,000.00	Education Directorate	Central Admin.	Social Service Delivery
61	52. Promote change in the socio-cultural construction inhibiting gender equality	65. Mainstream gender topics including menstrual hygiene management in our educational curriculum at the basic level	Social Service Delivery	SP3.1: Education Youth and Sports	Sensitization of Senior High Students on teenage pregnancy, and personal hygiene	TMA					20,000.00	SWCD	Central Admin.	Social Service Delivery
62	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Provide funds for the award of scholarship for needy but brilliant students in the Metropolis in order to upgrade their skills and knowledge.	TMA					250,000.00	Central Admin.	Education Directorate	Social Service Delivery
63	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	66. Engage relevant CSOs to advocate for gender equality	Social Service Delivery	SP3.2: Social Welfare and Community Development	Carry out international day for women and Organize Medical screening	Metro wide					10,000.00	SWCD	Central Admin.	Social Service Delivery

64	10. Reduce morbidity and mortality and disability	47. Strengthen public health emergency preparedness and response	Social Service Delivery	SP3.3: Health Services	Sensitization programme on cholera, yellow fever and ebola, etc.	TMA					30,000.00	Health Directorate	Central Admin.	Social Service Delivery
65	10. Reduce morbidity and mortality and disability	57. Strengthen maternal, new born care and adolescent services	Social Service Delivery	SP3.3: Health Services	Organize Stakeholder meeting on maternal, child and adolescent health	TMA					20,000.00	SWCD	Central Admin.	Social Service Delivery
66	14. Ensure the reduction of new HIV and AIDS/STIs infections, especially among the vulnerable groups	97. Strengthen collaboration among HIV & AIDs, TB, and sexual and reproductive health programmes	Social Service Delivery	SP3.3: Health Services	Organise metro response initiative on HIV and AIDS	TMA					20,000.00	MDPU	Central Admin.	Social Service Delivery
67	6. Boost revenue mobilisation, eliminate tax abuses and improve efficiency	21. Strengthen revenue administration	Budget & Finance	SP6.3: Revenue Mobilization and Mgt	Organize radio and other mass media sensitization programme to improve revenue mobilization	TMA					20,000.00	PR Unit	Central Admin.	Budget & Finance
68	6. Boost revenue mobilisation, eliminate tax abuses and improve efficiency	21. Strengthen revenue administration	Budget & Finance	SP6.3: Revenue Mobilization and Mgt	Prepare 2019-2021 Fee Fixing Resolution, Mid-year Review of Action Plan and Budget	TMA					25,000.00	Budget & Rating	Central Admin.	Budget & Finance
69	9. Improve public expenditure management and budgetary control	28. Introduce regulations to support the implementation of the PFMA	Budget & Finance	SP6.3: Revenue Mobilization and Mgt	Prepare 2019 - 2021 Budget	TMA					25,000.00	Budget & Rating	Central Admin.	Budget & Finance
70	111. Improve sector institutional capacity	171. Establish environmental sanitation standards	Infrastructure Delivery & Management	SP2.1: Public Works Services	Construction of fence wall around Newtown Cemetery and completion of Community 9 cemetery fence wall	Manhean and C9					250,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management

71	Promote Development communication around the long and medium term development policy frameworks	13. Create ownership for the NMTDPF and generate responsibility for its successful implementation	Management & Administration	SP1.2: Planning and Coordinating	Prepare 2018 to 2021 MTDP and Annual Action Plans	TMA					20,000.00	MDPU	Central Admin.	Management & Administration
72	8. Ensure full political, administrative and fiscal decentralisation	84. Ensure effective and efficient resource mobilisation, internal revenue generation and resource management	Infrastructure Delivery & Management	SP2.1: Public Works Services	Construction of 4-Storey TMA New Administration Block at Comm.1	C1					1,500,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
73	8. Ensure full political, administrative and fiscal decentralisation	85. Ensure capacity building of district assembly staff on regular basis	Management & Administration	SP1.1: General Adm.	Develop the capacity of Staff and Assembly members (Internal and External)	TMA					50,000.00	HR Unit	Central Admin.	Management & Administration
74	8. Establish a timely and effective preventive maintenance plan for all public transport vehicles	34. Institute a robust maintenance scheme for our RRPHs- Rail, Roads, Ports, and Harbors	Management & Administration	SP1.1: General Adm.	Support operation and maintenance activities in the Metropolis	TMA					50,000.00	Estate Dept.	Central Admin.	Management & Administration
75	9. Eliminate the worst forms of child labour	25. Create awareness on child rights and responsibilities	Social Service Delivery	SP3.2: Social Welfare and Community Development	Organize sensitization programmes on child labour and its related issues for parents, guardians and vulnerable children	TMA					25,000.00	SWCD	Central Admin.	Social Service Delivery
76	77. Strengthen the livelihood empowerment against poverty programme.	25. Progressively expand the LEAP to cover extreme poor and vulnerable household	Social Service Delivery	SP3.2: Social Welfare and Community Development	Provide funds for the implementation of LEAP projects	TMA					250,000.00	SWCD	Central Admin.	Social Service Delivery

77	1. Promote democratic devolution of executive power	3. Deepen People's Assemblies to encourage citizens to participate in government	Management & Administration	SP1.2: Planning and Coordinating	Improve stakeholder involvement through the regular update of official website, radio discussions and feedback ('Time With TMA' at Obonu FM), media briefing/ press releases, etc.	TMA					100,000.00	PR Unit	MDPU	Management & Administration
78	52. Promote change in the socio-cultural construction inhibiting gender equality.	66. Engage relevant CSOs to advocate for gender equality	Social Service Delivery	SP3.2: Social Welfare and Community Development	Train staff and Hon. Assembly Members on gender mainstreaming and gender related programme	TMA					25,000.00	MDPU	Central Admin.	Social Service Delivery
79	69. Promote youth participation in electoral democracy and governance	130. Create opportunities for young people to practice political and civic engagement throughout the whole electoral cycle	Management & Administration	SP1.1: General Adm.	Support for community electoral area development projects	Metro wide					650,000.00	Central Admin.	Budget and Rating	Management & Administration
80	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Carry out rehabilitation works in Basic Schools in the Metropolis (e.g. community 7 No.1 and 2 Basic, etc.)	Metro wide					500,000.00	Works Dep't	Central Admin.	Social Service Delivery
81	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP3.1: Education Youth and Sports	Construction of 1No. 2 storey ,18 Unit classroom block at Newtown Presby School	Tema Newtown Presby School					750,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management

82	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP3.1: Education Youth and Sports	Construction of 1No.2 storey 12Unit classroom block at Community 7 No.1 Basic School	Comm. 7 No.1					450,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
83	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP3.1: Education Youth and Sports	Construction of school feeding kitchen at ICBS - sch	selected communities					500,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
91	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP3.1: Education Youth and Sports	Construction of fence wall for selected schools	Comm. 8No. 3 JHS, Naval Base Cluster of School (Pre-Sch, Prim. And JHS), Manhean Prim. And Methodist Basic School, St. Peters Catholic Basic School SDA Basic Sch., Manhean, Comm.4 No.2 Prim., TMA Manhean Prim. And Methodist Basic School, Comm. 11 School Complex (A/B and JHS), Oninku Drive 1 and 2 (Prim. And JHS) Comm. 1 TMA Prim. And JHS, Akojo JHS Comm. 1, Comm. 8 No. 1 Basic School , Comm. 7 No.2 JHS, Twedease Prim. and JHS Comm. 1, Nii Adjetey Ansah Mem. JHS (Newtown), Comm. 7 No.1 Prim. School, Comm. 8. No.2					75,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management

					JHS,								
100	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP2.1: Public Works Services	Completion of fence wall at Community 9 and Tema Manhean Cemeteries	C9				350,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
101	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Construction of fence wall and canteen for Redemption Valley Basic Sch.	C9				80,000.00	Works Dep't	Central Admin.	Social Service Delivery
102	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP2.1: Public Works Services	Construction /rehab. of market store/ sheds for Community 4 markets	C4				1,095,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
103	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP3.1: Education Youth and Sports	Completion of 4 Unit Classroom Block at Manhean Presby Basic Sch.	Manhean				32,500.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
104	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP2.1: Public Works Services	Completion of 1 No. 6 Unit Classroom block at C 4 basic school	C 4				450,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management

105	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities		Infrastructure Delivery & Management	SP2.1: Public Works Services	Paving works along major roads, markets, etc.	Metro wide				500,000.00	Works Dep't	DUR	Infrastructure Delivery & Management
106	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.		Infrastructure Delivery & Management	SP2.1: Public Works Services	Construction of car parks	Tema Newtown				-	Works Dep't	DoT	Infrastructure Delivery & Management
107	9. Ensure sustainable, equitable and easily accessible healthcare services	40. Accelerate the implementation of the revised CHPS strategy especially in under-served areas	Social Service Delivery	SP3.3: Health Services	Fencing and paving of 2No. CHPS compound	selected communities				150,000.00	Works Dep't	Health Directorate	Social Service Delivery
108	69. Promote youth participation in electoral democracy and governance	130. Create opportunities for young people to practice political and civic engagement throughout the whole electoral cycle	Management & Administration	SP1.1: General Adm.	Facilitate the implementation of constituency projects and programmes in the metropolis	Metro wide				50,000.00	Central Admin.	Central Admin.	Management & Administration
109	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Construction of 2 Unit Classroom Block with Toilet Facilities for Tema Methodist Day SHS	Tema				25,000.00	Works Dep't	Central Admin.	Social Service Delivery
110	12. Develop an effective domestic market	86. Improve market infrastructure and sanitary conditions	Social Service Delivery	SP2.1: Public Works Services	Completion of Shops and Sheds at the Tema New Town Market, etc.	Tema Newtown				450,000.00	Works Dep't	Central Admin.	Economic Development
111	12. Develop an effective domestic	86. Improve market infrastructure and	Economic Development	SP2.1: Public Works Services	Fencing /rehabilitation of selected markets	Metro wide				500,000.00	Works Dep't	Central Admin.	Economic Development

	market	sanitary conditions												
112	10. Increase private sector investments in agriculture	68. Develop programmes to increase the participation of the youth in agriculture and aquaculture business	Economic Development	SP4.3: Agric Development	Facilitate the implementation "Planting for Food and Jobs" programmes in the metropolis	Metro wide					20,000.00	Agric. Dept.	Central Admin.	Economic Development
113	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	60. Establish special economic corridors	Economic Development	SP2.2: Urban Roads Mgt	Provide funds for construction of drainage works, reshaping of local roads in Tema Newtown including the new CBD to Newtown	Tema Newtown					1,000,000.00	DUR	Works Dep't	Economic Development
114	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	60. Establish special economic corridors	Economic Development	SP2.2: Urban Roads Mgt	Pothole patching and sectional resealing works in Tema East	Tema East					325,000.00	DUR	Works Dep't	Economic Development
115	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	60. Establish special economic corridors	Economic Development	SP2.2: Urban Roads Mgt	Pothole patching and sectional resealing works in Tema Central	Tema Central					300,000.00			
116	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	39. Prepare adequate drainage plans MMDAs	Social Service Delivery	SP2.2: Urban Roads Mgt	Constuction of storm drains behind Tema Joint Church, Community 3 Main Road, etc.	Comm. 7					300,000.00	DUR	Waste Mgn't	Social Service Delivery
117	107. Improve access to sanitation	131. Promote the construction and use of modern household and institutional toilet	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Construct 2No. Public Toilets at Bankuman Etc.	Bankuman, Comm. 4 Market.					500,000.00	Works Dep't	Waste Mgn't	Environmental & Sanitation Management

		facilities											
118	1. Promote sustainable water resource development and management	3. Investigate and develop hydrogeological and groundwater base (i.e. shallow, intermediate and deep aquifers)	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Facilitate the extension of pipe born water to unserved areas	Metro wide				250,000.00	Works Dep't	Waste Mgn't	Environmental & Sanitation Management
119	75. Formulate and implement policies, programmes and projects to reduce vulnerability and exclusion	156. Strengthen and progressively expand existing Social Protection Interventions to cover all vulnerable groups	Social Service Delivery	SP3.2: Social Welfare and Community Development	Provide social support services to children in difficult situations (child labour)	Metro wide				20,000.00	SWCD	Central Admin.	Social Service Delivery
120	1. Promote democratic devolution of executive power	130. Create opportunities for young people to practice political and civic engagement throughout the whole electoral cycle	Management & Administration	SP1.1: General Adm.	Procurement of a new comprehensive and integrated software for the preparation of property and business operating permits	TMA				150,000.00	Finance Dept.	IT Unit	Management & Administration
121	69. Promote youth participation in electoral democracy and governance	130. Create opportunities for young people to practice political and civic engagement throughout the whole electoral cycle	Management & Administration	SP1.1: General Adm.	Implementation of Members of Parliament (MPs) constituency projects	Metro wide				1,000,000.00	Central Admin.	Finance Dept.	Management & Administration
					TOTAL					30,098,250.00			

2019 ANNUAL ACTION PLAN (AAP)

NO.	POLICY OBJECTIVE	POLICY STRATEGY	PROGRAMMES	SUB-PROGRAMME AREAS	PROJECTS	LOCA-TION	QUARTERLY				INDICATIVE BUDGET (GHC)	IMPLEMENTATION		PBB PROGRAMME AREAS
							1ST	2ND	3RD	4TH		LEAD	COLLAB.	
1	1. Improve private sector productivity and competitiveness domestically and globally	6. Accelerate investment in modern infrastructure development	Infrastructure Delivery & Management	SP2.1: Public Works Services	Complete three storey (2 Storey shops and 1 Storey sub-metro office) with washroom facilities at Community 11 station	Comm.11					1,000,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
2	1. Improve private sector productivity and competitiveness domestically and globally	6. Accelerate investment in modern infrastructure development	Infrastructure Delivery & Management	SP2.1: Public Works Services	Carry out renovation works at Tema East Sub-Metro, Marriage Hall (Old Assembly Hall), Social Welfare and Comm. Development Office and Official Bungalow for District Director of Education	Tema New town, TMA Head Office, Comm.9					500,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
3	Enhance Capture Fish Production and Productivity	6.1.1 Improve existing fish landing sites and develop other related infrastructure	Economic Development	SP4.3: Agric Development	Support economic activities of fishermen and 179 women (outboard motors,etc) in the metropolis	Metro wide					500,000.00	Agric Directorate	Budget and Rating	Economic Development
4	2. Strengthen environmental governance	30. Intensify capacity building in the application of strategic environmental assessment in the planning process	Management & Administration	SP1.2: Planning and Coordinating	Carry out PFM/Town hall meetings (communication) to engage stakeholders in the metropolis	Metro wide					60,000.00	Public Relation Unit	Dev't Planning Unit	Management & Administration

5	20. Promote livestock and poultry development for food security and income generation	172. Intensify disease control and surveillance especially for zoonotic and scheduled diseases	Economic Development	SP4.3: Agric Development	Organise training for 120 butchers on meat hygiene	Metro wide					2,000.00	Agric Directorate	Central Admin.	Environmental & Sanitation Management
6	107. Improve access to sanitation	134. Facilitate the preparation of sewerage masterplans, including faecal sludge management and waste treatment facilities for all urban settlements	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Organise public awareness programs to sensitise the people cholera, malaria prevention, and other sanitation related diseases	Metro wide					2,000.00	MEHD	Central Admin.	Environmental & Sanitation Management
7	107. Improve access to sanitation	134. Facilitate the preparation of sewerage masterplans, including faecal sludge management and waste treatment facilities for all urban settlements	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Carry out regular clearing of public cemeteries in the metropolis	C9 and Manhean					10,000.00	MEHD	Central Admin.	Environmental & Sanitation Management
8	6.Improve efficiency and competitiveness of SMEs	55. Develop a national plan for Entrepreneurship and Innovation in support of young businesses and start-ups	Management & Administration	SP1.1 General Adm.	Provide skill training programme in entrepreneurial skills and financial management to 100 SMEs and selected vulnerable persons (30male/70female)	TMA					50,000.00	Social welfare & Community Dev't	Central Admin.	Management & Administration
9	31. Create equal employment opportunities for PWDs	83. Promote entrepreneurship and financial support for PWDs	Economic Development	SP4.1: Development of Trade and Industry	Assist SMEs owned by persons with disability to improve their businesses (cash support)	TMA					25,000.00	Social welfare & Community Dev't	Central Admin.	Economic Development

10	53. Promote economic empowerment of women.	73. Provide alternate life skills training and seed capital, as well as partnering the private sector, NGOs and charities to provide temporary hostel facilities.	Economic Development	SP4.1: Development of Trade and Industry	Upgrade the skills of women in income generating activities (pomade, powder, soap, confectionery making, etc.)	TMA					40,000.00	Social welfare & Community Dev't	Central Admin.	Economic Development
11	37. Ensure timely and reliable demographic data	10. Restructure and re-position Birth and Death Registry	Management & Administration	SP1.1: General Adm.	Support the activities of Births and Deaths Registry in the metropolis	TMA					30,000.00	Birth & Death	ISD	Management & Administration
12	1. Diversify and expand the tourism industry for economic development	78. Market Ghana as a competitive tourist destination	Economic Development	SP4.1: Development of Trade and Industry	Organise world tourism day to create awareness on local and international tourism	Metro wide					1,000.00	Central Admin.	ISD	Economic Development
13	1. Diversify and expand the tourism industry for economic development	78. Market Ghana as a competitive tourist destination	Economic Development	SP4.1: Development of Trade and Industry	Organise food fair and exhibition to showcase traditional Ghanaian local dishes and their ingredients to promote local tourism	TMA					1,000.00	Central Admin.	PR unit	Economic Development
14	20. Promote livestock and poultry development for food security and income generation	172. Intensify disease control and surveillance especially for zoonotic and scheduled diseases	Economic Development	SP4.3: Agric Development	Vaccinate 2000 sheep and goats and 750 cattle against PPR and CBPP	Metro wide					15,000.00	Agric Directorate	Central Admin.	Economic Development
15	14. Accelerate Ghana's transition to a green economy	194. Promote tree planting and green landscaping in communities	Environmental & Sanitation Management	SP5.3: Natural Resource Conservation	Carry out the planting of cocoa nut trees along the beach fronts at Tema Fishing Harbour	Metro wide					6,250.00	Horti-culture	Agric Directorate	Environmental & Sanitation Management

16	6. Re-orientate agriculture education and increase access to extension services	50. Use Agriculture Award Winners and FBOs as sources of extension in production and markets to transform subsistence farming into commercial agriculture	Economic Development	SP4.3: Agric Development	Organize farmers day celebration	TMA					18,750.00	Agric Directorate	Central Admin.	Economic Development
17	14. Accelerate Ghana's transition to a green economy	200. Develop coordinated response to climate change challenges through linkages between research, industry and government	Environmental & Sanitation Management	SP5.3: Natural Resource Conservation	Provide funds for general landscaping in the Metropolis	Metro wide					300,000.00	Horticulture	Agric Directorate	Environmental & Sanitation Management
18	14. Accelerate Ghana's transition to a green economy	194. Promote tree planting and green landscaping in communities	Environmental & Sanitation Management	SP5.3: Natural Resource Conservation	Greening of parks and other open spaces in the Metropolis	Metro wide					10,000.00	Horticulture	Agric Directorate	Environmental & Sanitation Management
19	14. Accelerate Ghana's transition to a green economy	194. Promote tree planting and green landscaping in communities	Environmental & Sanitation Management	SP5.3: Natural Resource Conservation	Plant trees and restore mangroves within the Chemu lagoon area	Manhean					150,000.00	Horticulture	Agric Directorate	Environmental & Sanitation Management
20	107. Improve access to sanitation	155. Promote recycling and reuse of solid waste	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Ensure effective collection of waste in the Metropolis (at least once a week)	Metro wide					250,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management
21	107. Improve access to sanitation	167. Increase and equip front line staff for sanitation	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Facilitate the acquisition of land for the construction 2 additional cells for extended landfill and waste- to-energy project	TMA					250,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management

22	107. Improve access to sanitation	134. Facilitate the preparation of sewerage masterplans, including faecal sludge management and waste treatment facilities for all urban settlements	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Replacement of collapsed sewers and construction of damaged manholes	Metro wide					1,000,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management
23	107. Improve access to sanitation	134. Facilitate the preparation of sewerage masterplans, including faecal sludge management and waste treatment facilities for all urban settlements	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Purchase of sewer equipment for rodding, 3 dewatering machines and rehabilitation of pumping station and septage plants	TMA					300,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management
24	42. Adopt appropriate measures for prevention and internal displacement of Ghana's population	31. Institute measures to address the health needs of internally displaced persons and cross-border migrants displaced by conflict/natural disasters	Environmental & Sanitation Management	SP5.1: Disaster Development Mgt	Sensitise and create public awareness on Disaster Risk Reduction (DRR) within residential communities, markets, school, lorry parks and organised skilled labour (electricians, welders, mechanics, drivers etc.)	Metro wide					60,000.00	NADMO	Works Dep't	Environmental & Sanitation Management
25	42. Adopt appropriate measures for prevention and internal displacement of Ghana's population	2. Institute early warning mechanisms for internal displacement	Environmental & Sanitation Management	SP5.1: Disaster Development Mgt	Organise sensitisation program on safety and first aid treatment at beaches and other places where people converge for social events	Metro wide					200,000.00	NADMO	PR unit	Environmental & Sanitation Management

26	9. Improve capacity to adapt to climate change impacts	158. Enhance institutional coordination and information systems and databases for effective adaptation monitoring and reporting	Environmental & Sanitation Management	SP5.1: Disaster Development Mgt	Identify and monitor hazards and risk activities to reduce impact of climate change	Metro wide					20,000.00	NADMO	Works Dep't	Environmental & Sanitation Management
27	42. Adopt appropriate measures for prevention and internal displacement of Ghana's population	31. Institute measures to address the health needs of internally displaced persons and cross-border migrants displaced by conflict/natural disasters	Environmental & Sanitation Management	SP5.1: Disaster Development Mgt	Provide training for 60 disaster volunteers on basic disaster management and rescue operation. Also provide training for TMA & NADMO staff on occupational health and workplace safety	TMA					30,000.00	NADMO	PR unit	Environmental & Sanitation Management
28	42. Adopt appropriate measures for prevention and internal displacement of Ghana's population	2. Institute early warning mechanisms for internal displacement	Environmental & Sanitation Management	SP5.1: Disaster Development Mgt	Organise early flood warning sensitisation exercise at flood prone areas (New Town, etc)	TMA					20,000.00	NADMO	PR unit	Environmental & Sanitation Management
29	10. Reduce morbidity and mortality and disability	47. Strengthen public health emergency preparedness and response	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Organise public awareness programs to sensitise the people on cholera, malaria prevention, and other sanitation related diseases	Metro wide					30,000.00	Env. Health Unit	NADMO	Environmental & Sanitation Management
30	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	39. Prepare adequate drainage plans MMDAs	Infrastructure Delivery & Management	SP2.2: Urban Roads Mgt	Construction of 900MM U-drain at Tema Newtown (Tema East)	Newtown					325,000.00	DUR	Waste Mgn't	Infrastructure Delivery & Management

31	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	39. Prepare adequate drainage plans MMDAs	Infrastructure Delivery & Management	SP2.2: Urban Roads Mgt	Carry out drainage works within Tema Metropolis	Metro wide					1,000,000.00	DUR	Waste Mgn't	Infrastructure Delivery & Management
32	4. Ensure sustainable development and management in the transport sector	25. Develop and enforce safety standards and regulations in provision of transport services	Infrastructure Delivery & Management	SP4.2: Transport and Traffic Mgt	Carry out traffic and terminal management exercises to ensure safety within Tema Metropolis	Metro wide					20,000.00	DoT	DUR	Infrastructure Delivery & Management
33	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	39. Prepare adequate drainage plans MMDAs	Infrastructure Delivery & Management	SP2.2: Urban Roads Mgt	Construct storm drains (Tema Newtown, Community 6)	Metro wide					1,125,000.00	DUR	Works Dep't	Infrastructure Delivery & Management
34	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	43. Ensure proper urban and landscape design and implementation	Infrastructure Delivery & Management	SP2.1: Public Works Services	Supply/ installation/ maintenance of street lights in the Metropolis	Metro wide					500,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
35	12. Strengthen national policy formulation, development planning, and M&E processes at all levels	124. Institutionalise the coordination of development policy formulation, planning, monitoring and evaluation (M&E) at all levels especially among sector agencies	Management & Administration	SP1.2: Planning and Coordinating	Conduct Quarterly routing monitoring and evaluation exercises within the metropolis	Metro wide					250,000.00	MDPU	Central Admin.	Management & Administration

36	2. Create an accessible, affordable, reliable, effective and efficient transport system that meets user needs	11. Develop and promote the efficient and safe use of Non-Motorised Transport facilities such as bicycle lanes and pedestrian walkways in congested central business districts	Social Service Delivery	SP4.2: Transport and Traffic Mgt	Decongest CBD for the development of pedestrian walk ways	C1					500,000.00	DoT	Central Admin.	Social Service Delivery
37	1. Improve access to sanitation	133. Promote recycling, re-use, reduction and recovery principles in liquid waste management system at all levels.	Environmental & Sanitation Management	SP5.2: Environmental Protection management Waste Mgt	Procurement of 4No. Skip containers for waste collection	TMA					250,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management
38	1. Improve access to sanitation	133. Promote recycling, re-use, reduction and recovery principles in liquid waste management system at all levels.	Environmental & Sanitation Management	SP5.2: Environmental Protection management Waste Mgt	Facilitate efficient management of liquid waste in the Metropolis	TMA					500,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management
39	17. Develop and implement a national digital system for property identification	71. Develop and maintain online database for all categories of landed properties	Budget & Finance	SP6.3: Revenue Mobilization and Mgt	Support street naming and property addressing exercise including Bureau for information management	Metro wide					500,000.00	Physical Planning	MDPU	Budget & Finance
40	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	40. Strengthen the institutional capacity to manage human settlements and land use and spatial planning nationwide	Environmental & Sanitation Management	SP2.3: Physical and Spatial Planning Development	Preparation of Local Plans for Bankuman, Newtown and revise local plans	Banku-man, Newtown					250,000.00	Physical Planning	MDPU	Environmental & Sanitation Management

41	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	60. Establish special economic corridors	Infrastructure Delivery & Management	SP2.2: Urban Roads Mgt	Gravelling, reshaping of roads and landscaping works at Tema General Hospital New Morgue area	C11					500,000.00	DUR	Works Dep't	Infrastructure Delivery & Management
42	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	44. Promote construction of covered drains	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Carry out regular desilting of drains and culverts in the metropolis	Metro wide					1,000,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management
43	1. Improve access to sanitation	131. Promote the construction and use of modern household and institutional toilet facilities	Environmental & Sanitation Management	SP2.1: Public Works Services	Construct 35 improved Institutional toilets and water supply facilities in selected schools in the Tema Metropolis	Metro wide					2,000,000.00	Works Dep't	Waste Mgn't	Environmental & Sanitation Management
44	1. Improve sector institutional capacity	167. Increase and equip front line staff for sanitation	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Provide tools and equipment to support clean-up exercises	TMA					10,000.00	Env. Health Unit	Central Admin.	Environmental & Sanitation Management
45	75. Formulate and implement policies, programmes and projects to reduce vulnerability and exclusion	156. Strengthen and progressively expand existing Social Protection Interventions to cover all vulnerable groups	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Bury paupers in the Metropolis	Metro wide					10,000.00	Env. Health Unit	Central Admin.	Environmental & Sanitation Management
46	10. Reduce morbidity and mortality and disability	47. Strengthen public health emergency preparedness and response	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Organize regular spraying of Malaria vector breeding areas (Marshy areas, under kiosks, open drains, refuse transfer stations)	Metro wide					10,000.00	Env. Health Unit	Central Admin.	Environmental & Sanitation Management

47	1. Improve access to sanitation	131. Promote the construction and use of modern household and institutional toilet facilities	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Facilitate the provision of household toilets under GAMA water and sanitation project	Metro wide					250,000.00	Waste Mgn't	Central Admin.	Environmental & Sanitation Management
48	111. Improve sector institutional capacity	168. Enhance capacity of relevant institutions and community level structures for sanitation and hygiene services	Social Service Delivery	SP5.2: Environmental Protection and Waste Mgt	Sensitize food vendors, traders, Faith based organizations and other Community based groups on hygiene	Metro wide					10,000.00	Env. Health Unit	Central Admin.	Social Service Delivery
49	111. Improve sector institutional capacity	168. Enhance capacity of relevant institutions and community level structures for sanitation and hygiene services	Social Service Delivery	SP5.2: Environmental Protection and Waste Mgt	Organize global hand washing day to sensitize the general public to wash hands properly with soap and water to prevent communicable diseases	Metro wide					20,000.00	SWCD	Central Admin.	Social Service Delivery
50	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Supply of furniture (Dual Desk) for Mexico, Adjetey Anseh, Anglican and Mante-Din ICBS Schools	Mexico, Adjetey Anseh, Anglican and Mante-Din					24,750.00	Procurem't Unit	Central Admin.	Social Service Delivery
51	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Supply of furniture for Basic Schools and Senior High Schools	Metro wide					250,000.00	Procurem't Unit	Central Admin.	Social Service Delivery
52	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Rehabilitate schools in the Metropolis	Metro wide					50,000.00	Works Dep't	Central Admin.	Social Service Delivery

53	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Construction of 6 unit classroom block at Mexico School	Mexico					100,000.00	Works Dep't	Central Admin.	Social Service Delivery
54	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Construction of 9 unit classroom block at Anglican School	Angli-can					125,000.00	Works Dep't	Central Admin.	Social Service Delivery
55	4. Promote sustainable and efficient management of education service delivery	19. Restore the honour and respect of teachers and make teaching a profession of choice for the youth	Social Service Delivery	SP3.1: Education Youth and Sports	Provide funds for the organisation of best teacher awards in order to ensure effective teacher preparation, upgrading and improvement.	TMA					250,000.00	Education Directorate	Central Admin.	Social Service Delivery
56	26. Provide ICT infrastructure and services to all educational institutions and increase ICT skills of teachers to facilitate teaching and learning at all levels of the educational system.	128. Revise the ICT for education Policy to be in line with new trends	Social Service Delivery	SP3.1: Education Youth and Sports	Organise science fairs at the sub-metro and metro levels	Metro wide					20,000.00	Education Directorate	Central Admin.	Social Service Delivery
57	1. Improve private sector productivity and competitiveness domestically and globally	7. Invest in human resources with relevant modern skills and competences	Social Service Delivery	SP3.1: Education Youth and Sports	Organize School enrolment through "My First Day at School"	Metro wide					20,000.00	Education Directorate	Central Admin.	Social Service Delivery

58	129. Ensure effective human capital development and management	266. Determine the human capital and skill sets needs for Ghana over the medium and long term	Social Service Delivery	SP3.1: Education Youth and Sports	Organize ADEOP workshop	TMA					20,000.00	Education Directorate	Central Admin.	Social Service Delivery
59	52. Promote change in the socio-cultural construction inhibiting gender equality.	67. Adopt legal and operational measures to reinforce the principle of gender equality and equity	Social Service Delivery	SP3.1: Education Youth and Sports	Organize STME Clinic for girls	TMA					25,000.00	Education Directorate	Central Admin.	Social Service Delivery
60	52. Promote change in the socio-cultural construction inhibiting gender equality	65. Mainstream gender topics including menstrual hygiene management in our educational curriculum at the basic level	Social Service Delivery	SP3.1: Education Youth and Sports	Sensitization of Senior High Students on teenage pregnancy, and personal hygiene	TMA					20,000.00	SWCD	Central Admin.	Social Service Delivery
61	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Provide funds for the award of scholarship for needy but brilliant students in the Metropolis in order to upgrade their skills and knowledge.	TMA					250,000.00	Central Admin.	Education Directorate	Social Service Delivery
62	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	66. Engage relevant CSOs to advocate for gender equality	Social Service Delivery	SP3.2: Social Welfare and Community Development	Carry out international day for women and Organize Medical screening	Metro wide					10,000.00	SWCD	Central Admin.	Social Service Delivery
63	10. Reduce morbidity and mortality and disability	47. Strengthen public health emergency preparedness and response	Social Service Delivery	SP3.3: Health Services	Sensitization programme on cholera, yellow fever and ebola, etc.	TMA					30,000.00	Health Directorate	Central Admin.	Social Service Delivery
64	10. Reduce morbidity and mortality and disability	57. Strengthen maternal, new born care and adolescent services	Social Service Delivery	SP3.3: Health Services	Organize Stakeholder meeting on maternal, child and adolescent	TMA					20,000.00	SWCD	Central Admin.	Social Service Delivery

					health								
65	14. Ensure the reduction of new HIV and AIDS/STIs infections, especially among the vulnerable groups	97. Strengthen collaboration among HIV & AIDs, TB, and sexual and reproductive health programmes	Social Service Delivery	SP3.3: Health Services	Organise metro response initiative on HIV and AIDS	TMA				20,000.00	MDPU	Central Admin.	Social Service Delivery
66	6. Boost revenue mobilisation, eliminate tax abuses and improve efficiency	21. Strengthen revenue administration	Budget & Finance	SP6.3: Revenue Mobilization and Mgt	Organize radio and other mass media sensitization programme to improve revenue mobilization	TMA				20,000.00	PR Unit	Central Admin.	Budget & Finance
67	6. Boost revenue mobilisation, eliminate tax abuses and improve efficiency	21. Strengthen revenue administration	Budget & Finance	SP6.3: Revenue Mobilization and Mgt	Prepare 2019-2021 Fee Fixing Resolution, Mid-year Review of Action Plan and Budget	TMA				25,000.00	Budget & Rating	Central Admin.	Budget & Finance
68	9. Improve public expenditure management and budgetary control	28. Introduce regulations to support the implementation of the PFMA	Budget & Finance	SP6.3: Revenue Mobilization and Mgt	Prepare 2019 - 2021 Budget	TMA				25,000.00	Budget & Rating	Central Admin.	Budget & Finance
69	111. Improve sector institutional capacity	171. Establish environmental sanitation standards	Infrastructure Delivery & Management	SP2.1: Public Works Services	Construction of fence wall around Newtown Cemetery and completion of Community 9 cemetery fence wall	Man- hean and C9				250,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management

70	Promote Development communication around the long and medium term development policy frameworks	13. Create ownership for the NMTDPF and generate responsibility for its successful implementation	Management & Administration	SP1.2: Planning and Coordinating	Prepare 2018 to 2021 MTDP and Annual Action Plans	TMA					20,000.00	MDPU	Central Admin.	Management & Administration
71	8. Ensure full political, administrative and fiscal decentralisation	84. Ensure effective and efficient resource mobilisation, internal revenue generation and resource management	Infrastructure Delivery & Management	SP2.1: Public Works Services	Construction of 4-Storey TMA New Administration Block at Comm.1	C1					1,500,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
72	8. Ensure full political, administrative and fiscal decentralisation	85. Ensure capacity building of district assembly staff on regular basis	Management & Administration	SP1.1: General Adm.	Develop the capacity of Staff and Assembly members (Internal and External)	TMA					50,000.00	HR Unit	Central Admin.	Management & Administration
73	8. Establish a timely and effective preventive maintenance plan for all public transport vehicles	34. Institute a robust maintenance scheme for our RRPHs- Rail, Roads, Ports, and Harbors	Management & Administration	SP1.1: General Adm.	Support operation and maintenance activities in the Metropolis	TMA					50,000.00	Estate Dept.	Central Admin.	Management & Administration
74	9. Eliminate the worst forms of child labour	25. Create awareness on child rights and responsibilities	Social Service Delivery	SP3.2: Social Welfare and Community Development	Organize sensitization programmes on child labour and its related issues for parents, guardians and vulnerable children	TMA					25,000.00	SWCD	Central Admin.	Social Service Delivery
75	77. Strengthen the livelihood empowerment against poverty programme.	25. Progressively expand the LEAP to cover extreme poor and vulnerable household	Social Service Delivery	SP3.2: Social Welfare and Community Development	Provide funds for the implementation of LEAP projects	TMA					250,000.00	SWCD	Central Admin.	Social Service Delivery

76	1. Promote democratic devolution of executive power	3. Deepen People's Assemblies to encourage citizens to participate in government	Management & Administration	SP1.2: Planning and Coordinating	Improve stakeholder involvement through the regular update of official website, radio discussions and feedback ('Time With TMA' at Obonu FM), media briefing/ press releases, etc.	TMA					100,000.00	PR Unit	MDPU	Management & Administration
77	52. Promote change in the socio-cultural construction inhibiting gender equality.	66. Engage relevant CSOs to advocate for gender equality	Social Service Delivery	SP3.2: Social Welfare and Community Development	Train staff and Hon. Assembly Members on gender mainstreaming and gender related programme	TMA					25,000.00	MDPU	Central Admin.	Social Service Delivery
78	69. Promote youth participation in electoral democracy and governance	130. Create opportunities for young people to practice political and civic engagement throughout the whole electoral cycle	Management & Administration	SP1.1: General Adm.	Support for community electoral area development projects	Metro wide					650,000.00	Central Admin.	Budget and Rating	Management & Administration
79	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Carry out rehabilitation works in Basic Schools in the Metropolis (e.g. community 7 No.1 and 2 Basic, etc.)	Metro wide					500,000.00	Works Dep't	Central Admin.	Social Service Delivery
80	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP3.1: Education Youth and Sports	Construction of 1No. 2 storey ,18 Unit classroom block at Newtown Presby School	Tema Newtown Presby School					750,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management

81	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP3.1: Education Youth and Sports	Construction of 1No.2 storey 12Unit classroom block at Community 7 No.1 Basic School	Comm. 7 No.1					450,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
82	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP3.1: Education Youth and Sports	Construction of school feeding kitchen at ICBS - sch	selected communities					500,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management

83	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP3.1: Education Youth and Sports	Construction of fence wall for selected schools	Comm. 8No. 3 JHS, Naval Base Cluster of School (Pre-Sch, Prim. And JHS), Manhean Prim. And Methodist Basic School, St. Peters Catholic Basic School SDA Basic Sch., Manhean, Comm.4 No.2 Prim., TMA Manhean Prim. And Methodist Basic School, Comm. 11 School Complex (A/B and JHS), Oninku Drive 1 and 2 (Prim. And JHS) Comm. 1 TMA Prim. And JHS, Akojo JHS Comm. 1, Comm. 8 No. 1 Basic School , Comm. 7 No.2 JHS, Twedase Prim. and JHS Comm. 1, Nii Adjetey Ansah Mem. JHS (Newtown), Comm. 7 No.1 Prim. School, Comm. 8. No.2 JHS,				90,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
99	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP2.1: Public Works Services	Completion of fence wall at Community 9 and Tema Manhean Cemeteries	C9				350,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management

100	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Construction of fence wall and canteen for Redemption Valley Basic Sch.	C9					80,000.00	Works Dep't	Central Admin.	Social Service Delivery
101	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP2.1: Public Works Services	Construction /rehab. of market store/ sheds for Community 4 markets	C4					1,095,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
102	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP3.1: Education Youth and Sports	Completion of 4 Unit Classroom Block at Manhean Presby Basic Sch.	Manhean					32,500.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
103	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP2.1: Public Works Services	Completion of 1 No. 6 Unit Classroom block at C 4 basic school	C 4					450,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
104	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities		Infrastructure Delivery & Management	SP2.1: Public Works Services	Paving works along major roads, markets, etc.	Metro wide					500,000.00	Works Dep't	DUR	Infrastructure Delivery & Management
105	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.		Infrastructure Delivery & Management	SP2.1: Public Works Services	Construction of car parks	Tema Newtown					-	Works Dep't	DoT	Infrastructure Delivery & Management

106	9. Ensure sustainable, equitable and easily accessible healthcare services	40. Accelerate the implementation of the revised CHPS strategy especially in under-served areas	Social Service Delivery	SP3.3: Health Services	Fencing and paving of 2No. CHPS compound	selected communities					150,000.00	Works Dep't	Health Directorate	Social Service Delivery
107	69. Promote youth participation in electoral democracy and governance	130. Create opportunities for young people to practice political and civic engagement throughout the whole electoral cycle	Management & Administration	SP1.1: General Adm.	Facilitate the implementation of constituency projects and programmes in the metropolis	Metro wide					50,000.00	Central Admin.	Central Admin.	Management & Administration
108	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Construction of 2 Unit Classroom Block with Toilet Facilities for Tema Methodist Day SHS	Tema					25,000.00	Works Dep't	Central Admin.	Social Service Delivery
109	12. Develop an effective domestic market	86. Improve market infrastructure and sanitary conditions	Social Service Delivery	SP2.1: Public Works Services	Completion of Shops and Sheds at the Tema New Town Market, etc.	Tema Newtown					450,000.00	Works Dep't	Central Admin.	Economic Development
110	12. Develop an effective domestic market	86. Improve market infrastructure and sanitary conditions	Economic Development	SP2.1: Public Works Services	Fencing /rehabilitation of selected markets	Metro wide					500,000.00	Works Dep't	Central Admin.	Economic Development
111	10. Increase private sector investments in agriculture	68. Develop programmes to increase the participation of the youth in agriculture and aquaculture business	Economic Development	SP4.3: Agric Development	Facilitate the implementation "Planting for Food and Jobs" programmes in the metropolis	Metro wide					20,000.00	Agric. Dept.	Central Admin.	Economic Development

112	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	60. Establish special economic corridors	Economic Development	SP2.2: Urban Roads Mgt	Provide funds for construction of drainage works, reshaping of local roads in Tema Newtown including the new CBD to Newtown	Tema Newtown					1,000,000.00	DUR	Works Dep't	Economic Development	
113	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	60. Establish special economic corridors	Economic Development	SP2.2: Urban Roads Mgt	Pothole patching and sectional resealing works in Tema East	Tema East					325,000.00	DUR	Works Dep't	Economic Development	
114	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	60. Establish special economic corridors	Economic Development	SP2.2: Urban Roads Mgt	Pothole patching and sectional resealing works in Tema Central	Tema Central					300,000.00				
115	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	39. Prepare adequate drainage plans MMDAs	Social Service Delivery	SP2.2: Urban Roads Mgt	Construction of storm drains behind Tema Joint Church, Community 3 Main Road, etc.	Comm. 7					300,000.00	DUR	Waste Mgn't	Social Service Delivery	
116	107. Improve access to sanitation	131. Promote the construction and use of modern household and institutional toilet facilities	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Construct 2No. Public Toilets at Bankuman Etc.	Bankuman, Comm. 4 Market.					500,000.00		Works Dep't	Waste Mgn't	Environmental & Sanitation Management
117	1. Promote sustainable water resource development and management	3. Investigate and develop hydrogeological and groundwater base (i.e. shallow, intermediate and deep aquifers)	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Facilitate the extension of pipe born water to unserved areas	Metro wide					250,000.00		Works Dep't	Waste Mgn't	Environmental & Sanitation Management
118	75. Formulate and implement policies, programmes and projects to reduce vulnerability and	156. Strengthen and progressively expand existing Social Protection Interventions to cover all vulnerable groups	Social Service Delivery	SP3.2: Social Welfare and Community Development	Provide social support services to children in difficult situations (child labour)	Metro wide					20,000.00	SWCD	Central Admin.	Social Service Delivery	

	exclusion											
119	69. Promote youth participation in electoral democracy and governance	130. Create opportunities for young people to practice political and civic engagement throughout the whole electoral cycle	Management & Administration	SP1.1: General Adm.	Implementation of Members of Parliament (MPs) constituency projects	Metro wide				1,000,000.00	Central Admin. Finance Dept.	Management & Administration
					TOTAL					29,098,250.00		

2020 ANNUAL ACTION PLAN (AAP)

NO.	POLICY OBJECTIVE	POLICY STRATEGY	PROGRAMMES	SUB-PROGRAMME AREAS	PROJECTS	LOCATION	QUARTERLY				INDICATIVE BUDGET (GHC)	IMPLEMENTATION		PBB PROGRAMME AREAS
							1ST	2ND	3RD	4TH		LEAD	COLLAB.	
2	1. Improve private sector productivity and competitiveness domestically and globally	6. Accelerate investment in modern infrastructure development	Infrastructure Delivery & Management	SP2.1: Public Works Services	Carry out renovation works at Tema East Sub-Metro, Marriage Hall (Old Assembly Hall), Social Welfare and Comm. Development Office and Official Bungalow for District Director of Education	Tema New town, TMA Head Office, Comm.9					500,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
3	2. Strengthen environmental governance	30. Intensify capacity building in the application of strategic environmental assessment in the planning process	Management & Administration	SP1.2: Planning and Coordinating	Carry out PFM/Town hall meetings (communication) to engage stakeholders in the metropolis	Metro wide					60,000.00	Public Relation Unit	Dev't Planning Unit	Management & Administration
4	20. Promote livestock and poultry development for food security and income generation	172. Intensify disease control and surveillance especially for zoonotic and scheduled diseases	Economic Development	SP4.3: Agric Development	Organise training for 120 butchers on meat hygiene	Metro wide					2,000.00	Agric Directorate	Central Admin.	Environmental & Sanitation Management
5	107. Improve access to sanitation	134. Facilitate the preparation of sewerage masterplans, including faecal sludge management and waste treatment facilities for all urban settlements	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Organise public awareness programs to sensitise the people cholera, malaria prevention, and other sanitation related diseases	Metro wide					2,000.00	MEHD	Central Admin.	Environmental & Sanitation Management

6	107. Improve access to sanitation	134. Facilitate the preparation of sewerage masterplans, including faecal sludge management and waste treatment facilities for all urban settlements	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Carry out regular clearing of public cemeteries in the metropolis	C9 and Manhean					10,000.00	MEHD	Central Admin.	Environmental & Sanitation Management
7	6.Improve efficiency and competitiveness of SMEs	55. Develop a national plan for Entrepreneurship and Innovation in support of young businesses and start-ups	Management & Administration	SP1.1 General Adm.	Provide skill training programme in entrepreneurial skills and financial management to 100 SMEs and selected vulnerable persons (30male/70female)	TMA					50,000.00	Social welfare & Community Dev't	Central Admin.	Management & Administration
8	31. Create equal employment opportunities for PWDs	83. Promote entrepreneurship and financial support for PWDs	Economic Development	SP4.1: Development of Trade and Industry	Assist SMEs owned by persons with disability to improve their businesses (cash support)	TMA					25,000.00	Social welfare & Community Dev't	Central Admin.	Economic Development
9	53. Promote economic empowerment of women.	73. Provide alternate life skills training and seed capital, as well as partnering the private sector, NGOs and charities to provide temporary hostel facilities.	Economic Development	SP4.1: Development of Trade and Industry	Upgrade the skills of women in income generating activities (pomade, powder, soap, confectionery making, etc.)	TMA					40,000.00	Social welfare & Community Dev't	Central Admin.	Economic Development
10	37. Ensure timely and reliable demographic data	10. Restructure and re-position Birth and Death Registry	Management & Administration	SP1.1: General Adm.	Support the activities of Births and Deaths Registry in the metropolis	TMA					30,000.00	Birth & Death	ISD	Management & Administration
11	1. Diversify and expand the tourism industry for economic development	78. Market Ghana as a competitive tourist destination	Economic Development	SP4.1: Development of Trade and Industry	Organise world tourism day to create awareness on local and international tourism	Metro wide					1,000.00	Central Admin.	ISD	Economic Development

12	1. Diversify and expand the tourism industry for economic development	78. Market Ghana as a competitive tourist destination	Economic Development	SP4.1: Development of Trade and Industry	Organise food fair and exhibition to showcase traditional Ghanaian local dishes and their ingredients to promote local tourism	TMA					1,000.00	Central Admin.	PR unit	Economic Development
13	20. Promote livestock and poultry development for food security and income generation	172. Intensify disease control and surveillance especially for zoonotic and scheduled diseases	Economic Development	SP4.3: Agric Development	Vaccinate 2000 sheep and goats and 750 cattle against PPR and CBPP	Metro wide					15,000.00	Agric Directorate	Central Admin.	Economic Development
14	14. Accelerate Ghana's transition to a green economy	194. Promote tree planting and green landscaping in communities	Environmental & Sanitation Management	SP5.3: Natural Resource Conservation	Carry out the planting of cocoa nut trees along the beach fronts at Tema Fishing Harbour	Metro wide					6,250.00	Horti-culture	Agric Directorate	Environmental & Sanitation Management
15	6. Re-orientate agriculture education and increase access to extension services	50. Use Agriculture Award Winners and FBOs as sources of extension in production and markets to transform subsistence farming into commercial agriculture	Economic Development	SP4.3: Agric Development	Organize farmers day celebration	TMA					18,750.00	Agric Directorate	Central Admin.	Economic Development
16	14. Accelerate Ghana's transition to a green economy	200. Develop coordinated response to climate change challenges through linkages between research, industry and government	Environmental & Sanitation Management	SP5.3: Natural Resource Conservation	Provide funds for general landscaping in the Metropolis	Metro wide					300,000.00	Horticulture	Agric Directorate	Environmental & Sanitation Management
17	14. Accelerate Ghana's transition to a green economy	194. Promote tree planting and green landscaping in communities	Environmental & Sanitation Management	SP5.3: Natural Resource Conservation	Greening of parks and other open spaces in the Metropolis	Metro wide					10,000.00	Horticulture	Agric Directorate	Environmental & Sanitation Management

18	14. Accelerate Ghana's transition to a green economy	194. Promote tree planting and green landscaping in communities	Environmental & Sanitation Management	SP5.3: Natural Resource Conservation	Plant trees and restore mangroves within the Chemu lagoon area	Manhean					150,000.00	Horticulture	Agric Directorate	Environmental & Sanitation Management
19	107. Improve access to sanitation	155. Promote recycling and reuse of solid waste	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Ensure effective collection of waste in the Metropolis (at least once a week)	Metro wide					250,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management
20	107. Improve access to sanitation	167. Increase and equip front line staff for sanitation	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Facilitate the acquisition of land for the construction 2 additional cells for extended landfill and waste- to-energy project	TMA					250,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management
21	107. Improve access to sanitation	134. Facilitate the preparation of sewerage masterplans, including faecal sludge management and waste treatment facilities for all urban settlements	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Replacement of collapsed sewers and construction of damaged manholes	Metro wide					1,000,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management
22	107. Improve access to sanitation	134. Facilitate the preparation of sewerage masterplans, including faecal sludge management and waste treatment facilities for all urban settlements	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Purchase of sewer equipment for rodding, 3 dewatering machines and rehabilitation of pumping station and septage plants	TMA					300,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management
23	42. Adopt appropriate measures for prevention and internal displacement of Ghana's population	31. Institute measures to address the health needs of internally displaced persons and cross-border migrants displaced by conflict/natural disasters	Environmental & Sanitation Management	SP5.1: Disaster Development Mgt	Sensitise and create public awareness on Disaster Risk Reduction (DRR) within residential communities, markets, school, lorry parks and organised skilled	Metro wide					60,000.00	NADMO	Works Dep't	Environmental & Sanitation Management

					labour (electricians, welders, mechanics, drivers etc.)								
24	42. Adopt appropriate measures for prevention and internal displacement of Ghana's population	2. Institute early warning mechanisms for internal displacement	Environmental & Sanitation Management	SP5.1: Disaster Development Mgt	Organise sensitisation program on safety and first aid treatment at beaches and other places where people converge for social events	Metro wide				200,000.00	NADMO	PR unit	Environmental & Sanitation Management
25	9. Improve capacity to adapt to climate change impacts	158. Enhance institutional coordination and information systems and databases for effective adaptation monitoring and reporting	Environmental & Sanitation Management	SP5.1: Disaster Development Mgt	Identify and monitor hazards and risk activities to reduce impact of climate change	Metro wide				20,000.00	NADMO	Works Dep't	Environmental & Sanitation Management
26	42. Adopt appropriate measures for prevention and internal displacement of Ghana's population	31. Institute measures to address the health needs of internally displaced persons and cross-border migrants displaced by conflict/natural disasters	Environmental & Sanitation Management	SP5.1: Disaster Development Mgt	Provide training for 60 disaster volunteers on basic disaster management and rescue operation. Also provide training for TMA & NADMO staff on occupational health and workplace safety	TMA				30,000.00	NADMO	PR unit	Environmental & Sanitation Management

27	42. Adopt appropriate measures for prevention and internal displacement of Ghana's population	2. Institute early warning mechanisms for internal displacement	Environmental & Sanitation Management	SP5.1: Disaster Development Mgt	Organise early flood warning sensitisation exercise at flood prone areas (New Town, etc)	TMA					20,000.00	NADMO	PR unit	Environmental & Sanitation Management
28	10. Reduce morbidity and mortality and disability	47. Strengthen public health emergency preparedness and response	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Organise public awareness programs to sensitise the people on cholera, malaria prevention, and other sanitation related diseases	Metro wide					30,000.00	Env. Health Unit	NADMO	Environmental & Sanitation Management
29	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	39. Prepare adequate drainage plans MMDAs	Infrastructure Delivery & Management	SP2.2: Urban Roads Mgt	Construction of 900MM U-drain at Tema Newtown (Tema East)	Newtown					325,000.00	DUR	Waste Mgn't	Infrastructure Delivery & Management
30	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	39. Prepare adequate drainage plans MMDAs	Infrastructure Delivery & Management	SP2.2: Urban Roads Mgt	Carry out drainage works within Tema Metropolis	Metro wide					1,000,000.00	DUR	Waste Mgn't	Infrastructure Delivery & Management
31	4. Ensure sustainable development and management in the transport sector	25. Develop and enforce safety standards and regulations in provision of transport services	Infrastructure Delivery & Management	SP4.2: Transport and Traffic Mgt	Carry out traffic and terminal management exercises to ensure safety within Tema Metropolis	Metro wide					20,000.00	DoT	DUR	Infrastructure Delivery & Management

32	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	39. Prepare adequate drainage plans MMDAs	Infrastructure Delivery & Management	SP2.2: Urban Roads Mgt	Construct storm drains (Tema Newtown, Community 6)	Metro wide					1,125,000.00	DUR	Works Dep't	Infrastructure Delivery & Management
33	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	43. Ensure proper urban and landscape design and implementation	Infrastructure Delivery & Management	SP2.1: Public Works Services	Supply/ installation/ maintenance of street lights in the Metropolis	Metro wide					500,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
34	12. Strengthen national policy formulation, development planning, and M&E processes at all levels	124. Institutionalise the coordination of development policy formulation, planning, monitoring and evaluation (M&E) at all levels especially among sector agencies	Management & Administration	SP1.2: Planning and Coordinating	Conduct Quarterly routing monitoring and evaluation exercises within the metropolis	Metro wide					250,000.00	MDPU	Central Admin.	Management & Administration
35	2. Create an accessible, affordable, reliable, effective and efficient transport system that meets user needs	11. Develop and promote the efficient and safe use of Non-Motorised Transport facilities such as bicycle lanes and pedestrian walkways in congested central business districts	Social Service Delivery	SP4.2: Transport and Traffic Mgt	Decongest CBD for the development of pedestrian walk ways	C1					500,000.00	DoT	Central Admin.	Social Service Delivery
36	1. Improve access to sanitation	133. Promote recycling, re-use, reduction and recovery principles in liquid waste management system at all levels.	Environmental & Sanitation Management	SP5.2: Environmental Protection management Waste Mgt	Procurement of 4No. Skip containers for waste collection	TMA					250,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management

37	1. Improve access to sanitation	133. Promote recycling, re-use, reduction and recovery principles in liquid waste management system at all levels.	Environmental & Sanitation Management	SP5.2: Environmental Protection management Waste Mgt	Facilitate efficient management of liquid waste in the Metropolis	TMA					500,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management
38	17. Develop and implement a national digital system for property identification	71. Develop and maintain online database for all categories of landed properties	Budget & Finance	SP6.3: Revenue Mobilization and Mgt	Support street naming and property addressing exercise including Bureau for information management	Metro wide					500,000.00	Physical Planning	MDPU	Budget & Finance
39	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	40. Strengthen the institutional capacity to manage human settlements and land use and spatial planning nationwide	Environmental & Sanitation Management	SP2.3: Physical and Spatial Planning Development	Preparation of Local Plans for Bankuman, Newtown and revise local plans	Banku-man, Newtown					250,000.00	Physical Planning	MDPU	Environmental & Sanitation Management
40	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	60. Establish special economic corridors	Infrastructure Delivery & Management	SP2.2: Urban Roads Mgt	Gravelling, reshaping of roads and landscaping works at Tema General Hospital New Morgue area	C11					500,000.00	DUR	Works Dep't	Infrastructure Delivery & Management
41	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	44. Promote construction of covered drains	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Carry out regular desilting of drains and culverts in the metropolis	Metro wide					1,000,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management

42	1. Improve access to sanitation	131. Promote the construction and use of modern household and institutional toilet facilities	Environmental & Sanitation Management	SP2.1: Public Works Services	Construct 35 improved Institutional toilets and water supply facilities in selected schools in the Tema Metropolis	Metro wide					2,000,000.00	Works Dep't	Waste Mgn't	Environmental & Sanitation Management
43	1. Improve sector institutional capacity	167. Increase and equip front line staff for sanitation	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Provide tools and equipment to support clean-up exercises	TMA					10,000.00	Env. Health Unit	Central Admin.	Environmental & Sanitation Management
44	75. Formulate and implement policies, programmes and projects to reduce vulnerability and exclusion	156. Strengthen and progressively expand existing Social Protection Interventions to cover all vulnerable groups	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Bury paupers in the Metropolis	Metro wide					10,000.00	Env. Health Unit	Central Admin.	Environmental & Sanitation Management
45	10. Reduce morbidity and mortality and disability	47. Strengthen public health emergency preparedness and response	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Organize regular spraying of Malaria vector breeding areas (Marshy areas, under kiosks, open drains, refuse transfer stations)	Metro wide					10,000.00	Env. Health Unit	Central Admin.	Environmental & Sanitation Management
46	1. Improve access to sanitation	131. Promote the construction and use of modern household and institutional toilet facilities	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Facilitate the provision of household toilets under GAMA water and sanitation project	Metro wide					250,000.00	Waste Mgn't	Central Admin.	Environmental & Sanitation Management
47	111. Improve sector institutional capacity	168. Enhance capacity of relevant institutions and community level structures for sanitation and hygiene services	Social Service Delivery	SP5.2: Environmental Protection and Waste Mgt	Sensitize food venders, traders, Faith based organizations and other Community based groups on hygiene	Metro wide					10,000.00	Env. Health Unit	Central Admin.	Social Service Delivery

48	111. Improve sector institutional capacity	168. Enhance capacity of relevant institutions and community level structures for sanitation and hygiene services	Social Service Delivery	SP5.2: Environmental Protection and Waste Mgt	Organize global hand washing day to sensitize the general public to wash hands properly with soap and water to prevent communicable diseases	Metro wide					20,000.00	SWCD	Central Admin.	Social Service Delivery
49	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Supply of furniture (Dual Desk) for Mexico, Adjetey Anseh, Anglican and Mante-Din ICBS Schools	Mexico, Adjetey Anseh, Anglican and Mante-Din					24,750.00	Procurem't Unit	Central Admin.	Social Service Delivery
50	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Supply of furniture for Basic Schools and Senior High Schools	Metro wide					250,000.00	Procurem't Unit	Central Admin.	Social Service Delivery
51	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Rehabilitate schools in the Metropolis	Metro wide					50,000.00	Works Dep't	Central Admin.	Social Service Delivery
52	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Construction of 6 unit classroom block at Mexico School	Mexico					100,000.00	Works Dep't	Central Admin.	Social Service Delivery
53	113. Promote inclusive education and lifelong learning for children and all	180. Build and upgrade education and learning environment and facilities to meet the needs of persons	Social Service Delivery	SP3.1: Education Youth and Sports	Construction of 9 unit classroom block at Anglican School	Angli-can					125,000.00	Works Dep't	Central Admin.	Social Service Delivery

	other persons with disabilities	with disability											
54	4. Promote sustainable and efficient management of education service delivery	19. Restore the honour and respect of teachers and make teaching a profession of choice for the youth	Social Service Delivery	SP3.1: Education Youth and Sports	Provide funds for the organisation of best teacher awards in order to ensure effective teacher preparation, upgrading and improvement.	TMA				250,000.00	Education Directorate	Central Admin.	Social Service Delivery
55	26. Provide ICT infrastructure and services to all educational institutions and increase ICT skills of teachers to facilitate teaching and learning at all levels of the educational system.	128. Revise the ICT for education Policy to be in line with new trends	Social Service Delivery	SP3.1: Education Youth and Sports	Organise science fairs at the sub-metro and metro levels	Metro wide				20,000.00	Education Directorate	Central Admin.	Social Service Delivery
56	1. Improve private sector productivity and competitiveness domestically and globally	7. Invest in human resources with relevant modern skills and competences	Social Service Delivery	SP3.1: Education Youth and Sports	Organize School enrolment through "My First Day at School"	Metro wide				20,000.00	Education Directorate	Central Admin.	Social Service Delivery
57	129. Ensure effective human capital development and management	266. Determine the human capital and skill sets needs for Ghana over the medium and long term	Social Service Delivery	SP3.1: Education Youth and Sports	Organize ADEOP workshop	TMA				20,000.00	Education Directorate	Central Admin.	Social Service Delivery

58	52. Promote change in the socio-cultural construction inhibiting gender equality.	67. Adopt legal and operational measures to reinforce the principle of gender equality and equity	Social Service Delivery	SP3.1: Education Youth and Sports	Organize STME Clinic for girls	TMA					25,000.00	Education Directorate	Central Admin.	Social Service Delivery
59	52. Promote change in the socio-cultural construction inhibiting gender equality	65. Mainstream gender topics including menstrual hygiene management in our educational curriculum at the basic level	Social Service Delivery	SP3.1: Education Youth and Sports	Sensitization of Senior High Students on teenage pregnancy, and personal hygiene	TMA					20,000.00	SWCD	Central Admin.	Social Service Delivery
60	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Provide funds for the award of scholarship for needy but brilliant students in the Metropolis in order to upgrade their skills and knowledge.	TMA					250,000.00	Central Admin.	Education Directorate	Social Service Delivery
61	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	66. Engage relevant CSOs to advocate for gender equality	Social Service Delivery	SP3.2: Social Welfare and Community Development	Carry out international day for women and Organize Medical screening	Metro wide					10,000.00	SWCD	Central Admin.	Social Service Delivery
62	10. Reduce morbidity and mortality and disability	47. Strengthen public health emergency preparedness and response	Social Service Delivery	SP3.3: Health Services	Sensitization programme on cholera, yellow fever and ebola, etc.	TMA					30,000.00	Health Directorate	Central Admin.	Social Service Delivery
63	10. Reduce morbidity and mortality and disability	57. Strengthen maternal, new born care and adolescent services	Social Service Delivery	SP3.3: Health Services	Organize Stakeholder meeting on maternal, child and adolescent health	TMA					20,000.00	SWCD	Central Admin.	Social Service Delivery

64	14. Ensure the reduction of new HIV and AIDS/STIs infections, especially among the vulnerable groups	97. Strengthen collaboration among HIV & AIDS, TB, and sexual and reproductive health programmes	Social Service Delivery	SP3.3: Health Services	Organise metro response initiative on HIV and AIDS	TMA					20,000.00	MDPU	Central Admin.	Social Service Delivery
65	6. Boost revenue mobilisation, eliminate tax abuses and improve efficiency	21. Strengthen revenue administration	Budget & Finance	SP6.3: Revenue Mobilization and Mgt	Organize radio and other mass media sensitization programme to improve revenue mobilization	TMA					20,000.00	PR Unit	Central Admin.	Budget & Finance
66	6. Boost revenue mobilisation, eliminate tax abuses and improve efficiency	21. Strengthen revenue administration	Budget & Finance	SP6.3: Revenue Mobilization and Mgt	Prepare 2019-2021 Fee Fixing Resolution, Mid-year Review of Action Plan and Budget	TMA					25,000.00	Budget & Rating	Central Admin.	Budget & Finance
67	9. Improve public expenditure management and budgetary control	28. Introduce regulations to support the implementation of the PFMA	Budget & Finance	SP6.3: Revenue Mobilization and Mgt	Prepare 2019 - 2021 Budget	TMA					25,000.00	Budget & Rating	Central Admin.	Budget & Finance
68	111. Improve sector institutional capacity	171. Establish environmental sanitation standards	Infrastructure Delivery & Management	SP2.1: Public Works Services	Construction of fence wall around Newtown Cemetery and completion of Community 9 cemetery fence wall	Man- hean and C9					250,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
69	Promote Development communication around the long and medium term development policy frameworks	13. Create ownership for the NMTDPF and generate responsibility for its successful implementation	Management & Administration	SP1.2: Planning and Coordinating	Prepare 2018 to 2021 MTDP and Annual Action Plans	TMA					20,000.00	MDPU	Central Admin.	Management & Administration

70	8. Ensure full political, administrative and fiscal decentralisation	84. Ensure effective and efficient resource mobilisation, internal revenue generation and resource management	Infrastructure Delivery & Management	SP2.1: Public Works Services	Construction of 4-Storey TMA New Administration Block at Comm.1	C1					1,500,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
71	8. Ensure full political, administrative and fiscal decentralisation	85. Ensure capacity building of district assembly staff on regular basis	Management & Administration	SP1.1: General Adm.	Develop the capacity of Staff and Assembly members (Internal and External)	TMA					50,000.00	HR Unit	Central Admin.	Management & Administration
72	8. Establish a timely and effective preventive maintenance plan for all public transport vehicles	34. Institute a robust maintenance scheme for our RRPBs- Rail, Roads, Ports, and Harbors	Management & Administration	SP1.1: General Adm.	Support operation and maintenance activities in the Metropolis	TMA					50,000.00	Estate Dept.	Central Admin.	Management & Administration
73	9. Eliminate the worst forms of child labour	25. Create awareness on child rights and responsibilities	Social Service Delivery	SP3.2: Social Welfare and Community Development	Organize sensitization programmes on child labour and its related issues for parents, guardians and vulnerable children	TMA					25,000.00	SWCD	Central Admin.	Social Service Delivery
74	77. Strengthen the livelihood empowerment against poverty programme.	25. Progressively expand the LEAP to cover extreme poor and vulnerable household	Social Service Delivery	SP3.2: Social Welfare and Community Development	Provide funds for the implementation of LEAP projects	TMA					250,000.00	SWCD	Central Admin.	Social Service Delivery
75	1. Promote democratic devolution of executive power	3. Deepen People's Assemblies to encourage citizens to participate in government	Management & Administration	SP1.2: Planning and Coordinating	Improve stakeholder involvement through the regular update of official website, radio discussions and feedback ('Time With TMA' at Obonu FM), media briefing/	TMA					100,000.00	PR Unit	MDPU	Management & Administration

					press releases, etc.								
76	52. Promote change in the socio-cultural construction inhibiting gender equality.	66. Engage relevant CSOs to advocate for gender equality	Social Service Delivery	SP3.2: Social Welfare and Community Development	Train staff and Hon. Assembly Members on gender mainstreaming and gender related programme	TMA				25,000.00	MDPU	Central Admin.	Social Service Delivery
77	69. Promote youth participation in electoral democracy and governance	130. Create opportunities for young people to practice political and civic engagement throughout the whole electoral cycle	Management & Administration	SP1.1: General Adm.	Support for community electoral area development projects	Metro wide				650,000.00	Central Admin.	Budget and Rating	Management & Administration
78	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Carry out rehabilitation works in Basic Schools in the Metropolis (e.g. community 7 No.1 and 2 Basic, etc.)	Metro wide				500,000.00	Works Dep't	Central Admin.	Social Service Delivery
79	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP3.1: Education Youth and Sports	Construction of 1No. 2 storey ,18 Unit classroom block at Newtown Presby School	Tema Newtown Presby School				750,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management

80	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP3.1: Education Youth and Sports	Construction of 1No.2 storey 12Unit classroom block at Community 7 No.1 Basic School	Comm. 7 No.1					450,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
81	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP3.1: Education Youth and Sports	Construction of school feeding kitchen at ICBS - sch	selected communities					500,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management

82	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP3.1: Education Youth and Sports	Construction of fence wall for selected schools	Comm. 8No. 3 JHS, Naval Base Cluster of School (Pre-Sch, Prim. And JHS), Manhean Prim. And Methodist Basic School, St. Peters Catholic Basic School SDA Basic Sch., Manhean, Comm.4 No.2 Prim., TMA Manhean Prim. And Methodist Basic School, Comm. 11 School Complex (A/B and JHS), Oninku Drive 1 and 2 (Prim. And JHS) Comm. 1 TMA Prim. And JHS, Akojo JHS Comm. 1, Comm. 8 No. 1 Basic School , Comm. 7 No.2 JHS, Twedase Prim. and JHS Comm. 1, Nii Adjetey Ansah Mem. JHS (Newtown), Comm. 7 No.1 Prim. School, Comm. 8. No.2 JHS,					90,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
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98	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP2.1: Public Works Services	Completion of fence wall at Community 9 and Tema Manhean Cemeteries	C9					350,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
99	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Construction of fence wall and canteen for Redemption Valley Basic Sch.	C9					80,000.00	Works Dep't	Central Admin.	Social Service Delivery
100	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP2.1: Public Works Services	Construction /rehab. of market store/ sheds for Community 4 markets	C4					1,095,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
101	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP3.1: Education Youth and Sports	Completion of 4 Unit Classroom Block at Manhean Presby Basic Sch.	Manhean					32,500.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
102	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP2.1: Public Works Services	Completion of 1 No. 6 Unit Classroom block at C 4 basic school	C 4					450,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management

103	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities		Infrastructure Delivery & Management	SP2.1: Public Works Services	Paving works along major roads, markets, etc.	Metro wide					500,000.00	Works Dep't	DUR	Infrastructure Delivery & Management
104	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.		Infrastructure Delivery & Management	SP2.1: Public Works Services	Construction of car parks	Tema Newtown					-	Works Dep't	DoT	Infrastructure Delivery & Management
105	9. Ensure sustainable, equitable and easily accessible healthcare services	40. Accelerate the implementation of the revised CHPS strategy especially in under-served areas	Social Service Delivery	SP3.3: Health Services	Fencing and paving of 2No. CHPS compound	selected communities					150,000.00	Works Dep't	Health Directorate	Social Service Delivery
106	69. Promote youth participation in electoral democracy and governance	130. Create opportunities for young people to practice political and civic engagement throughout the whole electoral cycle	Management & Administration	SP1.1: General Adm.	Facilitate the implementation of constituency projects and programmes in the metropolis	Metro wide					50,000.00	Central Admin.	Central Admin.	Management & Administration
107	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Construction of 2 Unit Classroom Block with Toilet Facilities for Tema Methodist Day SHS	Tema					25,000.00	Works Dep't	Central Admin.	Social Service Delivery
108	12. Develop an effective domestic market	86. Improve market infrastructure and sanitary conditions	Social Service Delivery	SP2.1: Public Works Services	Completion of Shops and Sheds at the Tema New Town Market, etc.	Tema Newtown					450,000.00	Works Dep't	Central Admin.	Economic Development

109	12. Develop an effective domestic market	86. Improve market infrastructure and sanitary conditions	Economic Development	SP2.1: Public Works Services	Fencing /rehabilitation of selected markets	Metro wide					500,000.00	Works Dep't	Central Admin.	Economic Development
110	10. Increase private sector investments in agriculture	68. Develop programmes to increase the participation of the youth in agriculture and aquaculture business	Economic Development	SP4.3: Agric Development	Facilitate the implementation "Planting for Food and Jobs" programmes in the metropolis	Metro wide					20,000.00	Agric. Dept.	Central Admin.	Economic Development
111	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	60. Establish special economic corridors	Economic Development	SP2.2: Urban Roads Mgt	Provide funds for construction of drainage works, reshaping of local roads in Tema Newtown including the new CBD to Newtown	Tema Newtown					1,000,000.00	DUR	Works Dep't	Economic Development
112	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	60. Establish special economic corridors	Economic Development	SP2.2: Urban Roads Mgt	Pothole patching and sectional resealing works in Tema East	Tema East					325,000.00	DUR	Works Dep't	Economic Development
113	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	60. Establish special economic corridors	Economic Development	SP2.2: Urban Roads Mgt	Pothole patching and sectional resealing works in Tema Central	Tema Central					300,000.00			
114	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	39. Prepare adequate drainage plans MMDAs	Social Service Delivery	SP2.2: Urban Roads Mgt	Constuction of storm drains behind Tema Joint Church, Community 3 Main Road, etc.	Comm. 7					300,000.00	DUR	Waste Mgn't	Social Service Delivery

115	107. Improve access to sanitation	131. Promote the construction and use of modern household and institutional toilet facilities	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Construct 2No. Public Toilets at Bankuman Etc.	Bankuman, Comm. 4 Market.					500,000.00	Works Dep't	Waste Mgn't	Environmental & Sanitation Management
116	1. Promote sustainable water resource development and management	3. Investigate and develop hydrogeological and groundwater base (i.e. shallow, intermediate and deep aquifers)	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Facilitate the extension of pipe born water to unserved areas	Metro wide					250,000.00	Works Dep't	Waste Mgn't	Environmental & Sanitation Management
117	75. Formulate and implement policies, programmes and projects to reduce vulnerability and exclusion	156. Strengthen and progressively expand existing Social Protection Interventions to cover all vulnerable groups	Social Service Delivery	SP3.2: Social Welfare and Community Development	Provide social support services to children in difficult situations (child labour)	Metro wide					20,000.00	SWCD	Central Admin.	Social Service Delivery
118	69. Promote youth participation in electoral democracy and governance	130. Create opportunities for young people to practice political and civic engagement throughout the whole electoral cycle	Management & Administration	SP1.1: General Adm.	Implementation of Members of Parliament (MPs) constituency projects	Metro wide					1,000,000.00	Central Admin.	Finance Dept.	Management & Administration
					TOTAL						27,598,250.00			

2021 ANNUAL ACTION PLAN (AAP)

NO.	POLICY OBJECTIVE	POLICY STRATEGY	PROGRAMMES	SUB-PROGRAMME AREAS	PROJECTS	LOCATION	QUARTERLY				INDICATIVE BUDGET (GHC)	IMPLEMENTATION		PBB PROGRAMME AREAS
							1ST	2ND	3RD	4TH		LEAD	COLLAB.	
1	1. Improve private sector productivity and competitiveness domestically and globally	6. Accelerate investment in modern infrastructure development	Infrastructure Delivery & Management	SP2.1: Public Works Services	Carry out renovation works at Tema East Sub-Metro, Marriage Hall (Old Assembly Hall), Social Welfare and Comm. Development Office and Official Bungalow for District Director of Education	Tema New town, TMA Head Office, Comm.9					500,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
2	2. Strengthen environmental governance	30. Intensify capacity building in the application of strategic environmental assessment in the planning process	Management & Administration	SP1.2: Planning and Coordinating	Carry out PFM/Town hall meetings (communication) to engage stakeholders in the metropolis	Metro wide					60,000.00	Public Relation Unit	Dev't Planning Unit	Management & Administration
3	20. Promote livestock and poultry development for food security and income generation	172. Intensify disease control and surveillance especially for zoonotic and scheduled diseases	Economic Development	SP4.3: Agric Development	Organise training for 120 butchers on meat hygiene	Metro wide					2,000.00	Agric Directorate	Central Admin.	Environmental & Sanitation Management
4	107. Improve access to sanitation	134. Facilitate the preparation of sewerage masterplans, including faecal sludge management and waste treatment facilities for all urban settlements	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Organise public awareness programs to sensitise the people cholera, malaria prevention, and other sanitation related diseases	Metro wide					2,000.00	MEHD	Central Admin.	Environmental & Sanitation Management

5	107. Improve access to sanitation	134. Facilitate the preparation of sewerage masterplans, including faecal sludge management and waste treatment facilities for all urban settlements	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Carry out regular clearing of public cemeteries in the metropolis	C9 and Manhean					10,000.00	MEHD	Central Admin.	Environmental & Sanitation Management
6	6.Improve efficiency and competitiveness of SMEs	55. Develop a national plan for Entrepreneurship and Innovation in support of young businesses and start-ups	Management & Administration	SP1.1 General Adm.	Provide skill training programme in entrepreneurial skills and financial management to 100 SMEs and selected vulnerable persons (30male/70female)	TMA					50,000.00	Social welfare & Community Dev't	Central Admin.	Management & Administration
7	31. Create equal employment opportunities for PWDs	83. Promote entrepreneurship and financial support for PWDs	Economic Development	SP4.1: Development of Trade and Industry	Assist SMEs owned by persons with disability to improve their businesses (cash support)	TMA					25,000.00	Social welfare & Community Dev't	Central Admin.	Economic Development
8	53. Promote economic empowerment of women.	73. Provide alternate life skills training and seed capital, as well as partnering the private sector, NGOs and charities to provide temporary hostel facilities.	Economic Development	SP4.1: Development of Trade and Industry	Upgrade the skills of women in income generating activities (pomade, powder, soap, confectionery making, etc.)	TMA					40,000.00	Social welfare & Community Dev't	Central Admin.	Economic Development
9	37. Ensure timely and reliable demographic data	10. Restructure and re-position Birth and Death Registry	Management & Administration	SP1.1: General Adm.	Support the activities of Births and Deaths Registry in the metropolis	TMA					30,000.00	Birth & Death	ISD	Management & Administration

10	1. Diversify and the expand tourism industry for economic development	78. Market Ghana as a competitive tourist destination	Economic Development	SP4.1: Development of Trade and Industry	Organise world tourism day to create awareness on local and international tourism	Metro wide					1,000.00	Central Admin.	ISD	Economic Development
11	1. Diversify and the expand tourism industry for economic development	78. Market Ghana as a competitive tourist destination	Economic Development	SP4.1: Development of Trade and Industry	Organise food fair and exhibition to showcase traditional Ghanaian local dishes and their ingredients to promote local tourism	TMA					1,000.00	Central Admin.	PR Unit	Economic Development
12	20. Promote livestock and poultry development for food security and income generation	172. Intensify disease control and surveillance especially for zoonotic and scheduled diseases	Economic Development	SP4.3: Agric Development	Vaccinate 2000 sheep and goats and 750 cattle against PPR and CBPP	Metro wide					15,000.00	Agric Directorate	Central Admin.	Economic Development
13	14. Accelerate Ghana's transition to a green economy	194. Promote tree planting and green landscaping in communities	Environmental & Sanitation Management	SP5.3: Natural Resource Conservation	Carry out the planting of cocoa nut trees along the beach fronts at Tema Fishing Harbour	Metro wide					6,250.00	Horticulture	Agric Directorate	Environmental & Sanitation Management
14	6. Re-orientate agriculture education and increase access to extension services	50. Use Agriculture Award Winners and FBOs as sources of extension in production and markets to transform subsistence farming into commercial agriculture	Economic Development	SP4.3: Agric Development	Organize farmers day celebration	TMA					18,750.00	Agric Directorate	Central Admin.	Economic Development

15	14. Accelerate Ghana's transition to a green economy	200. Develop coordinated response to climate change challenges through linkages between research, industry and government	Environmental & Sanitation Management	SP5.3: Natural Resource Conservation	Provide funds for general landscaping in the Metropolis	Metro wide					300,000.00	Horticulture	Agric Directorate	Environmental & Sanitation Management
16	14. Accelerate Ghana's transition to a green economy	194. Promote tree planting and green landscaping in communities	Environmental & Sanitation Management	SP5.3: Natural Resource Conservation	Greening of parks and other open spaces in the Metropolis	Metro wide					10,000.00	Horticulture	Agric Directorate	Environmental & Sanitation Management
17	14. Accelerate Ghana's transition to a green economy	194. Promote tree planting and green landscaping in communities	Environmental & Sanitation Management	SP5.3: Natural Resource Conservation	Plant trees and restore mangroves within the Chemu lagoon area	Manhean					150,000.00	Horticulture	Agric Directorate	Environmental & Sanitation Management
18	107. Improve access to sanitation	155. Promote recycling and reuse of solid waste	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Ensure effective collection of waste in the Metropolis (at least once a week)	Metro wide					250,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management
19	107. Improve access to sanitation	167. Increase and equip front line staff for sanitation	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Facilitate the acquisition of land for the construction 2 additional cells for extended landfill and waste- to-energy project	TMA					250,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management
20	107. Improve access to sanitation	134. Facilitate the preparation of sewerage masterplans, including faecal sludge management and waste treatment facilities for all urban settlements	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Replacement of collapsed sewers and construction of damaged manholes	Metro wide					1,000,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management

21	107. Improve access to sanitation	134. Facilitate the preparation of sewerage masterplans, including faecal sludge management and waste treatment facilities for all urban settlements	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Purchase of sewer equipment for rodding, 3 dewatering machines and rehabilitation of pumping station and septage plants	TMA					300,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management
22	42. Adopt appropriate measures for prevention and internal displacement of Ghana's population	31. Institute measures to address the health needs of internally displaced persons and cross-border migrants displaced by conflict/natural disasters	Environmental & Sanitation Management	SP5.1: Disaster Development Mgt	Sensitise and create public awareness on Disaster Risk Reduction (DRR) within residential communities, markets, school, lorry parks and organised skilled labour (electricians, welders, mechanics, drivers etc.)	Metro wide					60,000.00	NADMO	Works Dep't	Environmental & Sanitation Management
23	42. Adopt appropriate measures for prevention and internal displacement of Ghana's population	2. Institute early warning mechanisms for internal displacement	Environmental & Sanitation Management	SP5.1: Disaster Development Mgt	Organise sensitisation program on safety and first aid treatment at beaches and other places where people converge for social events	Metro wide					200,000.00	NADMO	PR unit	Environmental & Sanitation Management
24	9. Improve capacity to adapt to climate change impacts	158. Enhance institutional coordination and information systems and databases for effective adaptation monitoring and reporting	Environmental & Sanitation Management	SP5.1: Disaster Development Mgt	Identify and monitor hazards and risk activities to reduce impact of climate change	Metro wide					20,000.00	NADMO	Works Dep't	Environmental & Sanitation Management

25	42. Adopt appropriate measures for prevention and internal displacement of Ghana's population	31. Institute measures to address the health needs of internally displaced persons and cross-border migrants displaced by conflict/natural disasters	Environmental & Sanitation Management	SP5.1: Disaster Development Mgt	Provide training for 60 disaster volunteers on basic disaster management and rescue operation. Also provide training for TMA & NADMO staff on occupational health and workplace safety	TMA					30,000.00	NADMO	PR unit	Environmental & Sanitation Management
26	42. Adopt appropriate measures for prevention and internal displacement of Ghana's population	2. Institute early warning mechanisms for internal displacement	Environmental & Sanitation Management	SP5.1: Disaster Development Mgt	Organise early flood warning sensitisation exercise at flood prone areas (New Town, etc)	TMA					20,000.00	NADMO	PR unit	Environmental & Sanitation Management
27	10. Reduce morbidity and mortality and disability	47. Strengthen public health emergency preparedness and response	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Organise public awareness programs to sensitise the people on cholera, malaria prevention, and other sanitation related diseases	Metro wide					30,000.00	Env. Health Unit	NADMO	Environmental & Sanitation Management
28	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	39. Prepare adequate drainage plans MMDAs	Infrastructure Delivery & Management	SP2.2: Urban Roads Mgt	Construction of 900MM U-drain at Tema Newtown (Tema East)	Newtown					325,000.00	DUR	Waste Mgn't	Infrastructure Delivery & Management
29	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	39. Prepare adequate drainage plans MMDAs	Infrastructure Delivery & Management	SP2.2: Urban Roads Mgt	Carry out drainage works within Tema Metropolis	Metro wide					1,000,000.00	DUR	Waste Mgn't	Infrastructure Delivery & Management

30	4. Ensure sustainable development and management in the transport sector	25. Develop and enforce safety standards and regulations in provision of transport services	Infrastructure Delivery & Management	SP4.2: Transport and Traffic Mgt	Carry out traffic and terminal management exercises to ensure safety within Tema Metropolis	Metro wide					20,000.00	DoT	DUR	Infrastructure Delivery & Management
31	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	39. Prepare adequate drainage plans MMDAs	Infrastructure Delivery & Management	SP2.2: Urban Roads Mgt	Construct storm drains (Tema Newtown, Community 6)	Metro wide					1,125,000.00	DUR	Works Dep't	Infrastructure Delivery & Management
32	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	43. Ensure proper urban and landscape design and implementation	Infrastructure Delivery & Management	SP2.1: Public Works Services	Supply/ installation/ maintenance of street lights in the Metropolis	Metro wide					500,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
33	12. Strengthen national policy formulation, development planning, and M&E processes at all levels	124. Institutionalise the coordination of development policy formulation, planning, monitoring and evaluation (M&E) at all levels especially among sector agencies	Management & Administration	SP1.2: Planning and Coordinating	Conduct Quarterly routing monitoring and evaluation exercises within the metropolis	Metro wide					250,000.00	MDPU	Central Admin.	Management & Administration
34	2. Create an accessible, affordable, reliable, effective and efficient transport system that meets user needs	11. Develop and promote the efficient and safe use of Non-Motorised Transport facilities such as bicycle lanes and pedestrian walkways in congested central business districts	Social Service Delivery	SP4.2: Transport and Traffic Mgt	Decongest CBD for the development of pedestrian walk ways	C1					500,000.00	DoT	Central Admin.	Social Service Delivery

35	1. Improve access to sanitation	133. Promote recycling, re-use, reduction and recovery principles in liquid waste management system at all levels.	Environmental & Sanitation Management	SP5.2: Environmental Protection management Waste Mgt	Procurement of 4No. Skip containers for waste collection	TMA				250,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management
36	1. Improve access to sanitation	133. Promote recycling, re-use, reduction and recovery principles in liquid waste management system at all levels.	Environmental & Sanitation Management	SP5.2: Environmental Protection management Waste Mgt	Facilitate efficient management of liquid waste in the Metropolis	TMA				500,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management
37	17. Develop and implement a national digital system for property identification	71. Develop and maintain online database for all categories of landed properties	Budget & Finance	SP6.3: Revenue Mobilization and Mgt	Support street naming and property addressing exercise including Bureau for information management	Metro wide				500,000.00	Physical Planning	MDPU	Budget & Finance
38	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	40. Strengthen the institutional capacity to manage human settlements and land use and spatial planning nationwide	Environmental & Sanitation Management	SP2.3: Physical and Spatial Planning Development	Preparation of Local Plans for Bankuman, Newtown and revise local plans	Banku-man, Newtown				250,000.00	Physical Planning	MDPU	Environmental & Sanitation Management
39	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	60. Establish special economic corridors	Infrastructure Delivery & Management	SP2.2: Urban Roads Mgt	Gravelling, reshaping of roads and landscaping works at Tema General Hospital New Morgue area	C11				500,000.00	DUR	Works Dep't	Infrastructure Delivery & Management

40	9. Promote a sustainable, spatially integrated, balanced and orderly development of human settlements	44. Promote construction of covered drains	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Carry out regular desilting of drains and culverts in the metropolis	Metro wide					1,000,000.00	Waste Mgn't	Env. Health Unit	Environmental & Sanitation Management
41	1. Improve access to sanitation	131. Promote the construction and use of modern household and institutional toilet facilities	Environmental & Sanitation Management	SP2.1: Public Works Services	Construct 35 improved Institutional toilets and water supply facilities in selected schools in the Tema Metropolis	Metro wide					2,000,000.00	Works Dep't	Waste Mgn't	Environmental & Sanitation Management
42	1. Improve sector institutional capacity	167. Increase and equip front line staff for sanitation	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Provide tools and equipment to support clean-up exercises	TMA					10,000.00	Env. Health Unit	Central Admin.	Environmental & Sanitation Management
43	75. Formulate and implement policies, programmes and projects to reduce vulnerability and exclusion	156. Strengthen and progressively expand existing Social Protection Interventions to cover all vulnerable groups	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Bury paupers in the Metropolis	Metro wide					10,000.00	Env. Health Unit	Central Admin.	Environmental & Sanitation Management
44	10. Reduce morbidity and mortality and disability	47. Strengthen public health emergency preparedness and response	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Organize regular spraying of Malaria vector breeding areas (Marshy areas, under kiosks, open drains, refuse transfer stations)	Metro wide					10,000.00	Env. Health Unit	Central Admin.	Environmental & Sanitation Management
45	1. Improve access to sanitation	131. Promote the construction and use of modern household and institutional toilet facilities	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Facilitate the provision of household toilets under GAMA water and sanitation project	Metro wide					250,000.00	Waste Mgn't	Central Admin.	Environmental & Sanitation Management

46	111. Improve sector institutional capacity	168. Enhance capacity of relevant institutions and community level structures for sanitation and hygiene services	Social Service Delivery	SP5.2: Environmental Protection and Waste Mgt	Sensitize food vendors, traders, Faith based organizations and other Community based groups on hygiene	Metro wide					10,000.00	Env. Health Unit	Central Admin.	Social Service Delivery
47	111. Improve sector institutional capacity	168. Enhance capacity of relevant institutions and community level structures for sanitation and hygiene services	Social Service Delivery	SP5.2: Environmental Protection and Waste Mgt	Organize global hand washing day to sensitize the general public to wash hands properly with soap and water to prevent communicable diseases	Metro wide					20,000.00	SWCD	Central Admin.	Social Service Delivery
48	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Supply of furniture (Dual Desk) for Mexico, Adjetey Ansah, Anglican and Mante-Din ICBS Schools	Mexico, Adjetey Ansah, Anglican and Mante-Din					24,750.00	Procurem't Unit	Central Admin.	Social Service Delivery
49	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Supply of furniture for Basic Schools and Senior High Schools	Metro wide					250,000.00	Procurem't Unit	Central Admin.	Social Service Delivery
50	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Rehabilitate schools in the Metropolis	Metro wide					50,000.00	Works Dep't	Central Admin.	Social Service Delivery

51	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Construction of 6 unit classroom block at Mexico School	Mexico					100,000.00	Works Dep't	Central Admin.	Social Service Delivery
52	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Construction of 9 unit classroom block at Anglican School	Angli-can					125,000.00	Works Dep't	Central Admin.	Social Service Delivery
53	4. Promote sustainable and efficient management of education service delivery	19. Restore the honour and respect of teachers and make teaching a profession of choice for the youth	Social Service Delivery	SP3.1: Education Youth and Sports	Provide funds for the organisation of best teacher awards in order to ensure effective teacher preparation, upgrading and improvement.	TMA					250,000.00	Education Directorate	Central Admin.	Social Service Delivery
54	26. Provide ICT infrastructure and services to all educational institutions and increase ICT skills of teachers to facilitate teaching and learning at all levels of the educational system.	128. Revise the ICT for education Policy to be in line with new trends	Social Service Delivery	SP3.1: Education Youth and Sports	Organise science fairs at the sub-metro and metro levels	Metro wide					20,000.00	Education Directorate	Central Admin.	Social Service Delivery

55	1. Improve private sector productivity and competitiveness domestically and globally	7. Invest in human resources with relevant modern skills and competences	Social Service Delivery	SP3.1: Education Youth and Sports	Organize School enrolment through "My First Day at School"	Metro wide					20,000.00	Education Directorate	Central Admin.	Social Service Delivery
56	129. Ensure effective human capital development and management	266. Determine the human capital and skill sets needs for Ghana over the medium and long term	Social Service Delivery	SP3.1: Education Youth and Sports	Organize ADEOP workshop	TMA					20,000.00	Education Directorate	Central Admin.	Social Service Delivery
57	52. Promote change in the socio-cultural construction inhibiting gender equality.	67. Adopt legal and operational measures to reinforce the principle of gender equality and equity	Social Service Delivery	SP3.1: Education Youth and Sports	Organize STME Clinic for girls	TMA					25,000.00	Education Directorate	Central Admin.	Social Service Delivery
58	52. Promote change in the socio-cultural construction inhibiting gender equality	65. Mainstream gender topics including menstrual hygiene management in our educational curriculum at the basic level	Social Service Delivery	SP3.1: Education Youth and Sports	Sensitization of Senior High Students on teenage pregnancy, and personal hygiene	TMA					20,000.00	SWCD	Central Admin.	Social Service Delivery
59	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Provide funds for the award of scholarship for needy but brilliant students in the Metropolis in order to upgrade their skills and knowledge.	TMA					250,000.00	Central Admin.	Education Directorate	Social Service Delivery

60	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	66. Engage relevant CSOs to advocate for gender equality	Social Service Delivery	SP3.2: Social Welfare and Community Development	Carry out international day for women and Organize Medical screening	Metro wide					10,000.00	SWCD	Central Admin.	Social Service Delivery
61	10. Reduce morbidity and mortality and disability	47. Strengthen public health emergency preparedness and response	Social Service Delivery	SP3.3: Health Services	Sensitization programme on cholera, yellow fever and ebola, etc.	TMA					30,000.00	Health Directorate	Central Admin.	Social Service Delivery
62	10. Reduce morbidity and mortality and disability	57. Strengthen maternal, new born care and adolescent services	Social Service Delivery	SP3.3: Health Services	Organize Stakeholder meeting on maternal, child and adolescent health	TMA					20,000.00	SWCD	Central Admin.	Social Service Delivery
63	14. Ensure the reduction of new HIV and AIDS/STIs infections, especially among the vulnerable groups	97. Strengthen collaboration among HIV & AIDs, TB, and sexual and reproductive health programmes	Social Service Delivery	SP3.3: Health Services	Organise metro response initiative on HIV and AIDS	TMA					20,000.00	MDPU	Central Admin.	Social Service Delivery
64	6. Boost revenue mobilisation, eliminate tax abuses and improve efficiency	21. Strengthen revenue administration	Budget & Finance	SP6.3: Revenue Mobilization and Mgt	Organize radio and other mass media sensitization programme to improve revenue mobilization	TMA					20,000.00	PR Unit	Central Admin.	Budget & Finance
65	6. Boost revenue mobilisation, eliminate tax abuses and improve efficiency	21. Strengthen revenue administration	Budget & Finance	SP6.3: Revenue Mobilization and Mgt	Prepare 2019-2021 Fee Fixing Resolution, Mid-year Review of Action Plan and Budget	TMA					25,000.00	Budget & Rating	Central Admin.	Budget & Finance

66	9. Improve public expenditure management and budgetary control	28. Introduce regulations to support the implementation of the PFMA	Budget & Finance	SP6.3: Revenue Mobilization and Mgt	Prepare 2019 - 2021 Budget	TMA					25,000.00	Budget & Rating	Central Admin.	Budget & Finance
67	111. Improve sector institutional capacity	171. Establish environmental sanitation standards	Infrastructure Delivery & Management	SP2.1: Public Works Services	Construction of fence wall around Newtown Cemetery and completion of Community 9 cemetery fence wall	Man- hean and C9					250,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
68	Promote Development communication around the long and medium term development policy frameworks	13. Create ownership for the NMTDPF and generate responsibility for its successful implementation	Management & Administration	SP1.2: Planning and Coordinating	Prepare 2018 to 2021 MTDP and Annual Action Plans	TMA					20,000.00	MDPU	Central Admin.	Management & Administration
69	8. Ensure full political, administrative and fiscal decentralisation	84. Ensure effective and efficient resource mobilisation, internal revenue generation and resource management	Infrastructure Delivery & Management	SP2.1: Public Works Services	Construction of 4-Storey TMA New Administration Block at Comm.1	C1					1,500,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
70	8. Ensure full political, administrative and fiscal decentralisation	85. Ensure capacity building of district assembly staff on regular basis	Management & Administration	SP1.1: General Adm.	Develop the capacity of Staff and Assembly members (Internal and External)	TMA					50,000.00	HR Unit	Central Admin.	Management & Administration

71	8. Establish a timely and effective preventive maintenance plan for all public transport vehicles	34. Institute a robust maintenance scheme for our RRPBs- Rail, Roads, Ports, and Harbors	Management & Administration	SP1.1: General Adm.	Support operation and maintenance activities in the Metropolis	TMA					50,000.00	Estate Dept.	Central Admin.	Management & Administration
72	9. Eliminate the worst forms of child labour	25. Create awareness on child rights and responsibilities	Social Service Delivery	SP3.2: Social Welfare and Community Development	Organize sensitization programmes on child labour and its related issues for parents, guardians and vulnerable children	TMA					25,000.00	SWCD	Central Admin.	Social Service Delivery
73	77. Strengthen the livelihood empowerment against poverty programme.	25. Progressively expand the LEAP to cover extreme poor and vulnerable household	Social Service Delivery	SP3.2: Social Welfare and Community Development	Provide funds for the implementation of LEAP projects	TMA					250,000.00	SWCD	Central Admin.	Social Service Delivery
74	1. Promote democratic devolution of executive power	3. Deepen People's Assemblies to encourage citizens to participate in government	Management & Administration	SP1.2: Planning and Coordinating	Improve stakeholder involvement through the regular update of official website, radio discussions and feedback ('Time With TMA' at Obonu FM), media briefing/ press releases, etc.	TMA					100,000.00	PR Unit	MDPU	Management & Administration
75	52. Promote change in the socio-cultural construction inhibiting gender equality.	66. Engage relevant CSOs to advocate for gender equality	Social Service Delivery	SP3.2: Social Welfare and Community Development	Train staff and Hon. Assembly Members on gender mainstreaming and gender related programme	TMA					25,000.00	MDPU	Central Admin.	Social Service Delivery

76	69. Promote youth participation in electoral democracy and governance	130. Create opportunities for young people to practice political and civic engagement throughout the whole electoral cycle	Management & Administration	SP1.1: General Adm.	Support for community electoral area development projects	Metro wide				650,000.00	Central Admin.	Budget and Rating	Management & Administration
77	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Carry out rehabilitation works in Basic Schools in the Metropolis (e.g. community 7 No.1 and 2 Basic, etc.)	Metro wide				500,000.00	Works Dep't	Central Admin.	Social Service Delivery
78	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP3.1: Education Youth and Sports	Construction of 1No. 2 storey ,18 Unit classroom block at Newtown Presby School	Tema Newtown Presby School				750,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
79	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP3.1: Education Youth and Sports	Construction of 1No.2 storey 12Unit classroom block at Community 7 No.1 Basic School	Comm. 7 No.1				450,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management

80	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP3.1: Education Youth and Sports	Construction of school feeding kitchen at ICBS - sch	selected communities				500,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
81	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP3.1: Education Youth and Sports	Construction of fence wall for selected schools	Comm. 8No. 3 JHS, Naval Base Cluster of School (Pre-Sch, Prim. And JHS), Manhean Prim. And Methodist Basic School, St. Peters Catholic Basic School, SDA Basic Sch., Manhean, Comm.4 No.2 Prim., TMA Manhean Prim. And Methodist Basic School, Comm. 11 School Complex (A/B and JHS), Oninku Drive 1 and 2 (Prim. And JHS) Comm. 1 TMA Prim. And JHS, Akojo JHS Comm. 1, Comm. 8 No. 1 Basic School , Comm. 7 No.2 JHS, Twedease Prim. and JHS Comm. 1, Nii Adjetye Ansah Mem. JHS (Newtown), Comm. 7 No.1 Prim. School, Comm. 8. No.2 JHS,				90,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management

82	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP3.1: Education Youth and Sports	Construction of fence wall at Naval Base Cluster of School (Pre-Sch, Prim. And JHS)	Newtown					100,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
97	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP2.1: Public Works Services	Completion of fence wall at Community 9 and Tema Manhean Cemeteries	C9					350,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
98	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Construction of fence wall and canteen for Redemption Valley Basic Sch.	C9					80,000.00	Works Dep't	Central Admin.	Social Service Delivery
99	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP2.1: Public Works Services	Construction /rehab. of market store/ sheds for Community 4 markets	C4					1,095,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
100	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP3.1: Education Youth and Sports	Completion of 4 Unit Classroom Block at Manhean Presby Basic Sch.	Manhean					32,500.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management

101	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Infrastructure Delivery & Management	SP2.1: Public Works Services	Completion of 1 No. 6 Unit Classroom block at C 4 basic school	C 4				450,000.00	Works Dep't	Central Admin.	Infrastructure Delivery & Management
102	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities		Infrastructure Delivery & Management	SP2.1: Public Works Services	Paving works along major roads, markets, etc.	Metro wide				500,000.00	Works Dep't	DUR	Infrastructure Delivery & Management
103	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.		Infrastructure Delivery & Management	SP2.1: Public Works Services	Construction of car parks	Tema Newtown				-	Works Dep't	DoT	Infrastructure Delivery & Management
104	9. Ensure sustainable, equitable and easily accessible healthcare services	40. Accelerate the implementation of the revised CHPS strategy especially in under-served areas	Social Service Delivery	SP3.3: Health Services	Fencing and paving of 2No. CHPS compound	selected communities				150,000.00	Works Dep't	Health Directorate	Social Service Delivery
105	69. Promote youth participation in electoral democracy and governance	130. Create opportunities for young people to practice political and civic engagement throughout the whole electoral cycle	Management & Administration	SP1.1: General Adm.	Facilitate the implementation of constituency projects and programmes in the metropolis	Metro wide				50,000.00	Central Admin.	Central Admin.	Management & Administration

106	113. Promote inclusive education and lifelong learning for children and all other persons with disabilities	180. Build and upgrade education and learning environment and facilities to meet the needs of persons with disability	Social Service Delivery	SP3.1: Education Youth and Sports	Construction of 2 Unit Classroom Block with Toilet Facilities for Tema Methodist Day SHS	Tema					25,000.00	Works Dep't	Central Admin.	Social Service Delivery
107	12. Develop an effective domestic market	86. Improve market infrastructure and sanitary conditions	Social Service Delivery	SP2.1: Public Works Services	Completion of Shops and Sheds at the Tema New Town Market, etc.	Tema Newtown					450,000.00	Works Dep't	Central Admin.	Economic Development
108	12. Develop an effective domestic market	86. Improve market infrastructure and sanitary conditions	Economic Development	SP2.1: Public Works Services	Fencing /rehabilitation of selected markets	Metro wide					500,000.00	Works Dep't	Central Admin.	Economic Development
109	10. Increase private sector investments in agriculture	68. Develop programmes to increase the participation of the youth in agriculture and aquaculture business	Economic Development	SP4.3: Agric Development	Facilitate the implementation "Planting for Food and Jobs" programmes in the metropolis	Metro wide					20,000.00	Agric. Dept.	Central Admin.	Economic Development
110	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	60. Establish special economic corridors	Economic Development	SP2.2: Urban Roads Mgt	Provide funds for construction of drainage works, reshaping of local roads in Tema Newtown including the new CBD to Newtown	Tema Newtown					1,000,000.00	DUR	Works Dep't	Economic Development
111	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	60. Establish special economic corridors	Economic Development	SP2.2: Urban Roads Mgt	Pothole patching and sectional resealing works in Tema East	Tema East					325,000.00	DUR	Works Dep't	Economic Development

112	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	60. Establish special economic corridors	Economic Development	SP2.2: Urban Roads Mgt	Pothole patching and sectional resealing works in Tema Central	Tema Central					300,000.00			
113	14. Promote resilient urban infrastructure development, maintenance and provision of basic services.	39. Prepare adequate drainage plans MMDAs	Social Service Delivery	SP2.2: Urban Roads Mgt	Constuction of storm drains behind Tema Joint Church, Community 3 Main Road, etc.	Comm. 7					300,000.00	DUR	Waste Mgn't	Social Service Delivery
114	107. Improve access to sanitation	131. Promote the construction and use of modern household and institutional toilet facilities	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Construct 2No. Public Toilets at Bankuman Etc.	Bankuman, Comm. 4 Market.					500,000.00	Works Dep't	Waste Mgn't	Environment al & Sanitation Management
115	1. Promote sustainable water resource development and management	3. Investigate and develop hydrogeological and groundwater base (i.e. shallow, intermediate and deep aquifers)	Environmental & Sanitation Management	SP5.2: Environmental Protection and Waste Mgt	Facilitate the extension of pipe born water to unserved areas	Metro wide					250,000.00	Works Dep't	Waste Mgn't	Environment al & Sanitation Management
116	75. Formulate and implement policies, programmes and projects to reduce vulnerability and exclusion	156. Strengthen and progressively expand existing Social Protection Interventions to cover all vulnerable groups	Social Service Delivery	SP3.2: Social Welfare and Community Development	Provide social support services to children in difficult situations (child labour)	Metro wide					20,000.00	SWCD	Central Admin.	Social Service Delivery

117	69. Promote youth participation in electoral democracy and governance	130. Create opportunities for young people to practice political and civic engagement throughout the whole electoral cycle	Management & Administration	SP1.1: General Adm.	Implementation of Members of Parliament (MPs) constituency projects	Metro wide			1,000,000.00	Central Admin.	Finance Dept.	Management & Administration
					TOTAL				27,598,250.00			

5.7 Spatial Development Framework (SDF)

The need for an integrated planning process across the Tema Metropolis cannot be overemphasized. Over the years, the lack/inadequate involvement of stakeholders in the planning process has led to several challenges some of which include unplanned development, conflicts, waste, underutilization of land space, etc.

The above mentioned challenges have also been worsened by rapid urbanization and limited planned growth which to a large extent distorts existing plans for the location of facilities and services. As a result of the gap, individuals have determined their location in a laissez faire manner and caused great distortions in the hierarchy and functioning of settlements. To address these challenges, the Assembly needs to develop and adopt a clear and directive Spatial Development Framework (SDF) that will impact the prevailing spatial dimension of development. The SDF is a collective effort involving many disciplines to provide an integrated, functional, useable and implementable plan that will deal with the problem areas identified in the metropolis and build on the strengths and opportunities. It is also aimed at guiding development and direct public and private investment. The TMA SDF is therefore linked to the Greater Accra Regional Spatial Development Framework (GARSDF) as well as the National SDF.

The purpose of the TMA SDF are summarised as follows:

- Undertake a Metro level analysis of the existing situation/ baseline assessment with the objective of gaining an understanding of the metropolis. Some of these understanding include knowing the major developmental problems, determining development opportunities, learning about the driving forces and how sectors interrelate, and analyzing the major Potentials, Opportunities, Constraints and Challenges –POCC (See chapter 1 and 2).
- Formulate a clear development vision for the metropolis which should act as a guide for all development and be a directive in determining if any development or actions are beneficial or harming to the metropolis as discussed in chapter 1.
- Identify strategic factors that would make a difference in directing the growth and development of the metropolis.
- Prepare a spatial plan which would broadly allocate land uses to specific areas so as to inform development decisions and direct investment projects.
- Avail a POA and AAP informed by the spatial plan, prioritising development elements and areas for the next four years and beyond.

The framework was developed taking into consideration the five pillars of planning and development, namely: Natural environment; Built environment; Social environment; Economic environment and Institutional environment. The analysis further took into consideration Cultural environment as discussed in the Metropolitan Profile.

4.8.1 Main findings and future implications

Truck Parking Facility

TMA is seriously challenged with the availability of public truck parking facilities. The current situation could be described as chaotic. Even though efforts are being made by TOR and GPHA to provide some of these facilities, the demand far outweighs the supply. The few privately owned facilities are also highly regulated and cannot take the large fleet of haulage trucks. This has led to haphazard parking of trucks in the metropolis. To address these

problems, the proposal for the construction of modern haulage truck parking facility have been considered in the proposed Spatial Development Framework (See Map 1.10).

Transportation

Road represents the main transport mode for the movement of people and freight in Tema Metropolitan Area. Though acknowledging the need for public transport and establishment of human-orientated eco-friendly transport systems, the capacity of road network within the metropolis needs to be beefed up to fulfil the traffic demands. To address this concern, an integrated road network plan was prepared to support the proposed Spatial Development Framework (See Map 1.10).

Specific attention within the medium to long term plan includes: Surfacing of Ziguinchor road and adjoining links- 2.56km, Surfacing of selected roads in Bankuman; Newtown; Manhean; Abrewankore-6.0km; Surfacing of Tema Light Industrial Area roads-2.5km; Rehabilitation of Steel Works Road and adjoining links-6.52km; Re-surfacing of Boundary Road-1.4km; Re-surfacing of Community 17 and 19 main road-2.1km; Resurfacing of Community 18 and 20 main road-1.5km.

Market infrastructure

The present situation of the market infrastructure in the Metropolis needs urgent attention in terms of redesigning and reconstruction. Within the medium term and beyond, the Assembly intends to partner the private sector for the construction of modern markets in communities such as 1, 4, 7, Adjei Kojo, etc.

Port Expansion and its implication

The Tema Port Expansion Project is expected to impact positively in the economy of the metropolis. Work on the project which started in 2016 is expected to be completed in 2019 (Phase I). This is estimated to cost about \$1.5 billion. The port is expected to handle thrice its current traffic of about one million Twenty-foot Equivalent Units (TEUs) when completed. The Ghana Ports and Harbours Authority (GPHA) intends to reclaim about 120 hectares of land for the project. The investment is anticipated to expand the capacity of the port to handle about 3.5 million TEUs. This is to make the port become efficient “up to about 2040 to 2050,” after the expansion works. This will have implications on land use in the immediate environs of the port area and beyond. Areas including communities 1, 2, 3, 4, 7, 8 and 9 are envisaged to experience increased commercial and mixed use developments.

The project will also come with a railway terminal for the movement of containers by rail to and from the port. So far, Consultations and drawings (See Plate 5) for the Right-of-Way to construct the rail lines is ready and the Sight Advisory Committee have been meeting as part of the acquisition process. Added to the project will be the expansion of the Accra-Tema Motorway into a six-lane expressway with service lanes on either side to accommodate the traffic that will come along with the expansion of the port largely to and from neighbouring countries like Mali, Burkina-Faso and Niger (See Map 1.9).

In order to reduce potential risks that may arise due to the Port Expansion Project, the Ministry of Transport signed a Memorandum of Understanding (MoU) with APM Terminals and Amend to ensure that risks associated with the expansion project are reduced. The MoU was signed during the visit of the Her Majesty Queen Margrethe II of Denmark at the Kempinski Hotel in Accra on Thursday 23rd November, 2017. The Port Expansion Project will improve

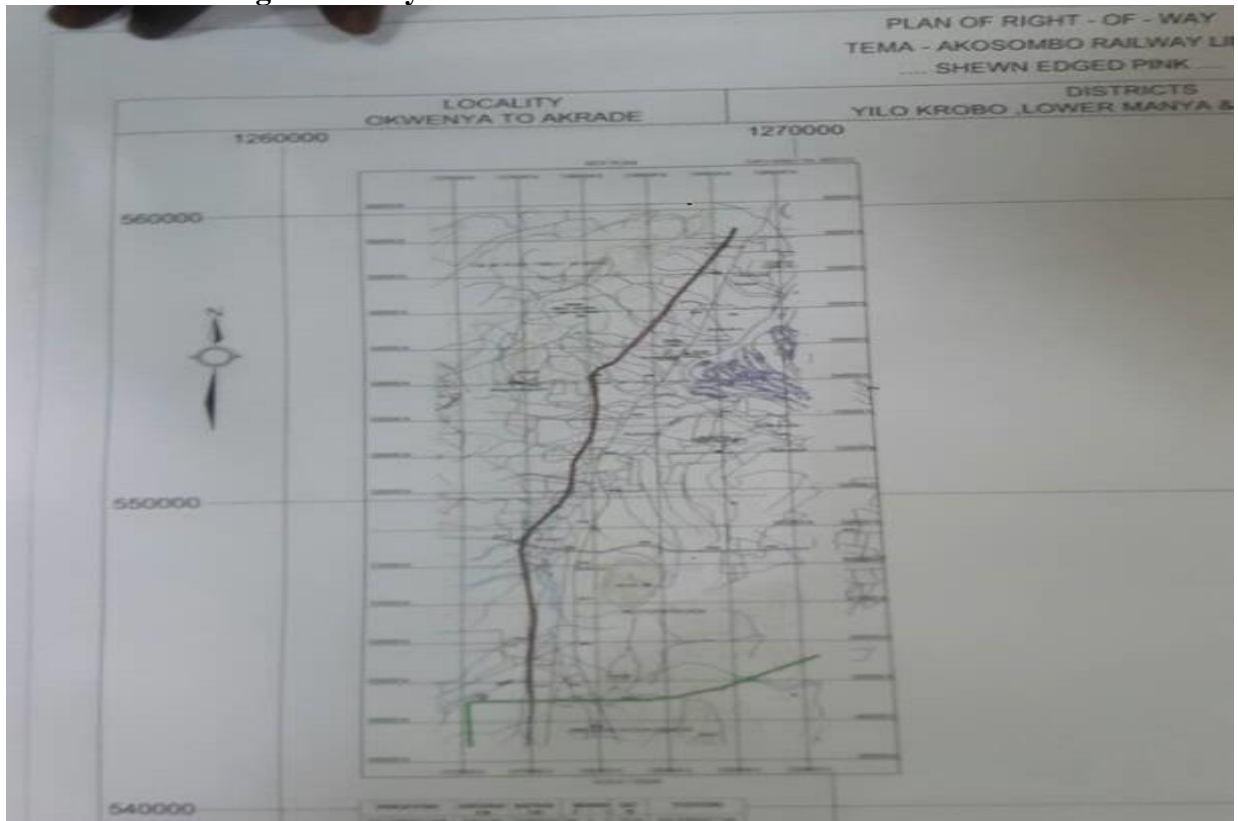
the economy of the metropolis in terms of commerce and land use. Refer to Plate 4 for details of the expansion proposal.

Plate 4: Tema Port Expansion Project

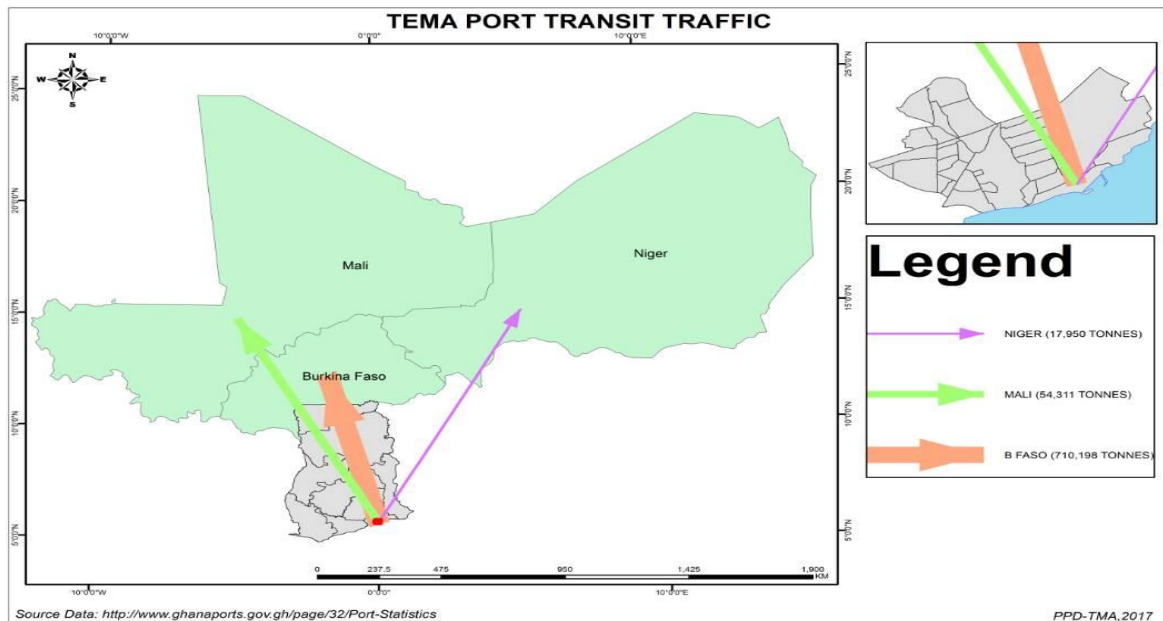


Source: www.ghanashippingguide.com

Plate 5: Plan of Right-Of-Way



Map 1.9: Tema Port Transit Traffic



Housing development

The Tema Metropolis is mainly an urban area with the total stock of houses recorded at 40,956 (2010 PHC). The demand for housing in the metropolis continue to increase day-by-day. Currently, the provision of housing facilities are located towards Borteyman, Adjei Kojo, Bankuman, etc. Tema Development Corporation (TDC) is also carrying out the “In-Filling” of the built up environment in community 1 and other areas to add up to the housing stock. The major challenge in the provision of housing is the high cost of housing units. This is making it difficult for the low – middle income groups to acquire or rent decent housing – a situation compounding the development of slums and squatter settlements. The SDF therefore proposes the direction of growth for housing development towards the above named locations (Refer to Map 1.10).

Education and Health

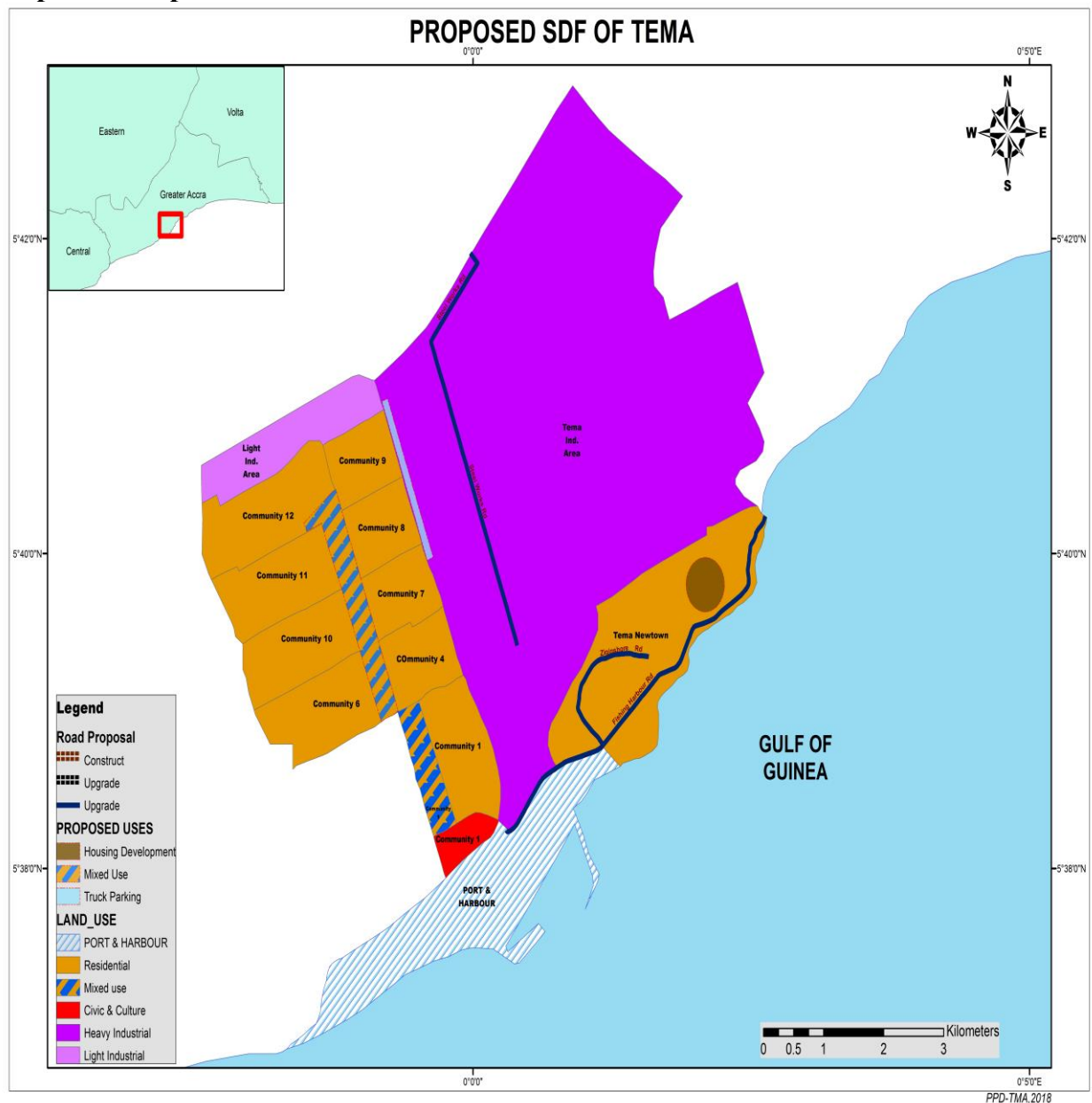
TMA has adopted the Industrial City Basic School (ICBS) concept to accelerate the construction of modern educational infrastructure and provide related logistics and technical services to improve teaching and learning. The combination of the ICBS concept (construction of at least 2storey infrastructure in all schools) plus huge investment in infrastructure by the GETFund is expected to address the challenges associated with education infrastructure in the schools. The plan to fence all schools in the metropolis will also improve security. Spatially, the construction of educational infrastructure would add to the existing stock thereby having limited spatial implications (See Map 1.10).

In terms of health, there are plans to upgrade the Manhean Health Centre to Hospital status in the medium to long term. This is to enable the facility respond to the growing demands from inhabitants and its surrounding communities. Aside this, other hospitals like the Tema General Hospital will also be expanded to meet the health needs of the people in the metropolis. This may however have minimal spatial implications on the existing facility. This is indicated in the proposed SDF (See Map 1.10).

Agriculture and the natural environment

Although the metropolis is urbanized, agriculture (especially fishing) is one of the key economic activity of the people within the metropolis. The potential for the fishing industry in employing a lot of additional labour will be huge if the current challenges confronting the industry is addressed. Some of these include the use of light fishing, smaller size net that havest fingerlings, pair trawling, etc. Other forms of agriculture practices in the metropolis are vegetable cultivation, livestock farming, small ruminants, etc. Though these activities provide source of income and employment to a significant number of people, challenges such as pest infestation, uncontrolled use of chemicals on vegetables, use of polluted water for irrigation urgently needs attention for increased productivity and output as well as safe consumption.

Map 1.10: Proposed SDF of TMA



Source: Physical Planning Department (TMA), 2017

4.7.2 Formulating the TMA SDF

The plan was formulated by considering all the steps defined by the plan preparation guidelines. This was followed by the adoption of the plan by the General Assembly.

4.7.3 Implementation Plan

Table 4.8: Implementation Plan

Activity	Description	Responsibility	Timing (Months)	Est. Cost (GH¢)
Institutional Strengthening	Upgrade the skills of planning officers in GIS systems, printing facilities, etc.	TMA	6	50,000
	Provide logistics to the planning offices for the project implementation	TMA	6	200,000
Special Local Plans	Prepare Special Local Plans for the following: <ul style="list-style-type: none"> • Tema CBD retro fit • Tema New Town and • Bankuman 	TMA	36	3,000,000
Information Bureau	Establish comprehensive and integrated information bureau in Tema	TMA	24	500,000
Large-scale topocadastral mapping	Obtain high quality topocadastral mapping for TMA to include 2 meter contour intervals, registered cadastral information on ortho photo basis. (1:2500 scale to 1:10 00)	TMA	36	1,000,000
Structure Plans	Prepare structure plans for TMA	TMA	24	500,000
Growth Management System	Develop a metropolitan growth management system.	TMA	24	500,000
Structure Plans of the proposed Truck Parking Facility	Prepare Structure Plan for the proposed Truck Parking facility and services	TMA	36	1,000,000
Markets	Design, construction supervision of modern market	TMA	24	1,000,000
Education and Health	Construction of education and health infrastructure and provision of related technical services	TMA	36	10,000,000
Environment and Agriculture	Support for urban agriculture	TMA	48	1,500,000
Integrated master plan for sanitation, drainage and solid	Counterpart support for integrated master plan for sanitation improvement	TMA	72	2,000,000

waste for the GAMA Area (Tema Component)				
Total				21,250,000

Source: TMA, 2017

The implementation plan in Table 4.8 is aimed at creating a platform from which implementation can take place within the existing institutional framework. The plan in general spans a 20-year period and projects have been identified within this timeframe. However, the focus is to identify projects (mostly planning) which will lead to “action on the ground” within the next 4 years and possible roll-over to the next 16 years (4 Medium Term Development Plans i.e. till 2034-2037). Also, these projects will pursue a common and integrated goal to provide a strong metropolitan development framework on the ground which will enable and facilitate localised investment, as well as provide a stable and functional metropolitan area.

The cost estimates denote the extent of the budget requirements and the implementation plan and budget can be incrementally expanded and roll-over to each budgeting year (Annual Action Plan and Budget). This allows for the removal of completed projects as new ones are brought on board.

CHAPTER SIX

IMPLEMENTATION, MONITORING AND EVALUATION

6.1 Introduction

This chapter deals with the monitoring and evaluation arrangements the Assembly has put in place to monitor all proposed projects and programmes contained in the plan. Specifically, the chapter discusses the M & E framework that the assembly will use to monitor and evaluate the 2018-2021 plan to ensure that, set targets are achieved.

6.2 Monitoring and Evaluation

The process of monitoring is to enable the Assembly determine whether the required project inputs are being delivered on time. It is also to ascertain whether the inputs are being used as intended and are producing the desired results. Evaluation on the other hand enables the Assembly will be able to determine whether the desired impact of the project has been achieved, the causes of deviation if any, and how to counteract any unintended consequences. The process of evaluation therefore is to give a feed back that can lead to re-planning or better the implementation of future projects/programmes.

Project monitoring is a process of collecting and analyzing data or events associated with the implementation of the policy, programme or project being implemented with the view to improving their management for the achievement of stated objectives/targets/goals. Again, it is to ensure that, resources are used in specific combinations to achieve a specific project result at a point in time. This means that at each stage of the project, one must ensure that the required project inputs are being delivered on time as intended and produced the desired result.

More so, every project has well defined objectives that address key development problems under a broad goal or thematic areas. It is therefore very necessary and prudent that evaluation is done for each project to determine whether the impact has been felt or achieved, the causes of deviation if any, and how to counteract an unintended consequences. This is done through the process of evaluation. Evaluation therefore means a systematic, objective analysis of a plan/programme/ project performance, efficiency and impact in relation to its objective.

Monitoring and evaluation are necessary because unforeseen changed in the socio-economic situation of the district as well as the political climate of the country and even certain international event could have both positive and negative effect on the plan. As a result of these, the plan needs constant monitoring to make sure that the necessary adjustments are made. The Assembly will compile basic terms of reference for each project to include the list of references and their use over time, staff and their commitment and responsibilities, as well as budgeting. The planning guideline prepared by the NDPC for the preparation of Sectoral and District Development Plan will be used to monitor and evaluate projects.

Evaluations will be conducted at specific points within the plan implementation period and a terminal evaluation will be done at the end of the implementation period.

The monitoring of the plan will be undertaken by the;

- The Sub-Committees of the Assembly
- The Works Department and

- Metro. Assembly through the Metro. Planning Coordinating Unit (MPCU),
- All the Decentralized departments.
- The Regional Coordinating Council
- The National Development Planning Commission
- Development Partners

Evaluation of the plan on the other hand will be carried out at specific intervals by the;

- Community members
- The Metropolitan Assembly
- The Assembly Members
- The Regional Coordinating Council
- The National Development Planning Commission
- Other external bodies that may be chosen for that purpose.

6.3 Monitoring Report

Project Monitoring formally begins as soon as actual implementation of a project starts and it is directed at ensuring progress according to schedule, standard quality of work, and the correct delivery of inputs (including labour) according to time, quality and quantity. The Monitoring Report would be prepared according to the following format:

Programme and Project Monitoring Report

- A. PROJECT IDENTIFICATION
 - A1 Project
 - A2 Project No.....
 - A3 Project Location
 - A4 Implementing Agency
 - A5 Monitoring Agency
 - A6 Date of Monitoring

- B. Programme/Project Implementation Monitoring.
 - B1 Topic for Monitoring
 - B2. Starting Date: Original Estimates
 - Actual Date

B3. Physical Implementation

Activity	Planned to Date (%)	Actual to Date (%)
Construction Works		
Objective A		
Objective B		
Objective C		
Etc		

- Objectives in relation to benefits and Beneficiaries

B4. Financing Mobilization

Financial Component	Total Required (m)	Expected to Date (m)	Received to Date (m)
Domestic Resources:			
Local Revenue			
District Assembly			
Common Fund Other			
Gov't Subvention			
NGO's			
Development Partners			
Communities			
Commercial Loans			
Total Financial Resources			

B5 Programme/Project Expenditure

Logistics	Planned Total (m)	Planned to Date (m)	Actual to Date

Construction			
Materials			
Vehicles			
Equipment			
Labour			
Contracts			
Services			
Others			
Total Expenditure			

B6 Comments on variation between Planned and Actual Programme/Project Expenditure

6.3.1 Monitoring matrix or results framework outlining all indicators, their baselines and targets

The monitoring results framework outlining all indicators, their baselines, targets, data source and monitoring frequency as indicated in Table B6 will be used. This conforms to the Fourth Schedule of the LI 2232.

B6 Monitoring Matrix

No.	Indicators	Indicator Type	Baseline 2017	Target 2021	Data Source	Monitoring Frequency	Responsible Agency	
							Monitoring	Evaluation
1.	No. of satellite markets constructed	Output	3	7	Primary	Quarterly	Works	Works Dept
2.	No. of old market infrastructure rehabilitated	Output	1	2	Primary	Quarterly	Works	Works Dept
3.	No. of small to medium scale enterprises (SMSE) business trained	Impact	0	600	Primary	Yearly	Masloc	Masloc

4.	No. of low income traders supported to acquire markets stores	Output	0	300	Primary	Quarterly	Works	Estate/ Central Adm
5.	No. of SMSEs skills upgraded in entrepreneurial development	Impact	0	600	Primary & sec.	Yearly	Central Adm	Central Adm

6.3.2 Strategy for data collection, collation, analysis and use of results matrix, implementation, and M&E

Data collection and collation is very important for the effective and efficient monitoring and evaluation of programmes and projects in the DMTDP. Data will be collected from both primary and secondary sources. The data collected will be checked for consistency by all stakeholders before they are inputted into the system to assess progress. Data to be collected will be classified into primary and secondary data and further into input, process and output.

Inputs:

Needs assessment, field visits, stakeholders meetings, heads of dept. meetings, MPCU meetings, socio economic surveys, review meetings, public hearings/consultations etc.

Process:

Data collection, collation of data, data validation

Output:

Relevant data on all on-going projects collected, data collected reviewed and information on different projects and from different sources put together.

The various models and software (simple statistical tools, trend analysis, graphs and charts, SPSS/MS) as well as the processes that will go into the analysis of the data gathered. There will be provision of feedback mechanism through which lessons learnt could be transferred to ensure that the goals, objectives and target of MTDP are met. Analysis of the data gathered from the field will involve all the relevant stakeholders. The analysis will seek to identify the gaps in project implementation. After field data is analysed, recommendations will be forwarded to various institutions which in one way or the other may require of it for policy directions and for other information use.

6.3.3 Quarterly and Annual Progress Reporting Format

The Quarterly and Annual Progress reporting format indicated in the LI 2232 will be strictly adhere to. It captures the following:

TITLE PAGE

District

Monitoring and evaluation report for (time or period)

INTRODUCTION

Status of the implementation of the district medium term development plan

Purpose of the monitoring and evaluation for the stated period

Processess involved and difficulties encountered

MONITORING AND EVALUATION ACTIVITIES REPORT

Programmes and projects status for the quarter or year

Update on disbursement from funding sources

Performance of indicatros against targets

Update on critical development and poverty issues

Evaluations conducted, findings and recommendations

Participatory Monitoring and Evaluations (M&E) Conducted

THE WAY FORWARD

Key issues addressed and those yet to be addressed

Recommendations

6.4 Evaluation Arrangement with an Evaluation Framework or Matrix

Evaluation of the plan is very important to determine the effectiveness, efficiency, acceptability and impact of the plan on beneficiary. In this regard, there are several methods to be employed in project and programme evaluation. They include: ex-ante evaluation, mid-term evaluation, terminal evaluation and ex-post evaluation.

Ex-Ante Evaluation

The MPCU will consider ex-ante evaluation as a fundamental tool for effective management and a formal requirement in the beginning of project implementation otherwise referred to feasibility study. It will be conducted to evaluate the process that supports the preparation of proposals for renewed community plans and projects before the actual project begins. The information gathered will help analyse the situation on the ground before the start of the projects.

This will also help to measure objectives of the intervention or programme to be undertaken. For instance TMA undertakes Environmental Impact Assessment (EIA) at inception of projects/programmes to affirm a bottom-up approach of needs of projects as well as to acquaint itself the likelihood consequence of the project to ensure project sustenance or Cost Benefit Analysis for selected projects as indicated in the calendar. Again, Hydro-Geological

investigations are carried out to determine the suitability or otherwise before boreholes are drilled in the metropolis.

Mid-Term Evaluation

To measure or assess whether the project is on course, a mid-term evaluation will be carried out at the middle of M&E implementation. This is done to get feedback on the project and to assess the performance to ascertain whether the Assembly is on course to achieving the set objectives, whether they are any deviations, and to ascertain the causes of such deviations if any.

Terminal Evaluation

Terminal evaluation is however carried out at the end, or close to the end, of a project /programme implementation. The purpose of this evaluation is to assess the project or programme to ascertain whether we have achieved the set objectives. Regarding TMA's plan, the terminal evaluation will be done through the respective agencies within the set time to ensure that the necessary impact/output/outcome is achieved as set out in the matrix.

Ex-Post Evaluation

Ex-post evaluation is done some years after the intervention or the project/programme has been implemented. This is done to check the impact/aftermath of the implemented programme or intervention. Evaluation of the M&E plan would be done using the identified Metropolitan Core Indicators. The evaluation would be undertaken at specific time period as indicated in the monitoring and evaluation calendar to assess the performance of the development programmes and at reasonable years after project completion. The Assembly would employ external agencies or institutions for technical assistance where possible in the evaluation process.

Some of the areas to be covered in the evaluation process would include;

- Metropolitan Poverty Profiling and Mapping
- Beneficiary Assessment Analysis
- Impact in the form of compliance such as development control etc.
- Impact Assessment in the form of ; Economic, Social and Environmental

6.4.1 Methods to be used in Participatory Monitoring and Evaluation (PM&E)

Participatory monitoring and evaluation is a valuable tool/ technique used to capture perceptions and assess whether the interventions in the MTDP have met the expectations (objectives), especially, that of the poor and the vulnerable in the communities. This is because PM&E is a broad-based and encourages the participation of the beneficiary communities and other stakeholders. The direct beneficiary community members would also be included in the monitoring and evaluation exercise. These stakeholders would be involved democratically and voluntarily in the decision making which directly or indirectly affect their wellbeing and also contribute to the implementation of the programmes and projects, maintenance, monitoring, evaluation and re-planning. Some of these techniques which enhances Social Accountability are; Community Score Cards, Citizen Report Cards, Focus Group Discussion, Participatory Expenditure Tracking of Social Service Expenditures, etc.

The MPCU undertook the following steps to ensure a successful M&E process in the Metropolis:

- Identification and selection of NGOs (specific NGO was chosen based on their activities on the ground in the area of operation);
- Selection of technocrats;
- Identification of traditional leaders and opinion leaders;
- Educating local communities;
- Organization of stakeholders meetings and public hearing.

6.4.2 Evaluation Report

Unlike Monitoring Evaluation is conducted in greater details at the project level. Ex-post facto Evaluation is carried out purposely to assess whether the resources invested are producing or have produced the desired impacts. It is expected that the Assembly conduct evaluation, one year after project completion when the impact should be evident. The evaluation will be done using the objectively verifiable indicators and the means of verification in the local framework. On-going evaluation technique will be at specific time intervals to assess the performance of the implementation of the development plan, programmes and projects. An evaluation report will be given to all stakeholders annually.

Programme and Evaluation Report

- A. Programme/Project Identification
- A1 Project Title
- A2 Project Code No.....
- A3 Project Location
- A4 Implementing Agency
- A5 Evaluation Agency(s)
- A6 Date of Evaluation
- B1 Objectives of Report

Have the programme/project objectives been achieved?

Are the programme/project objectives still relevant?

Has the programme/project supported the policy or planned?

Where project objectives have not been achieved, give reasons

State any policies which need adjustment and give reasons for those objectives which shown to be no longer relevant as a result of the evaluation.

B2. Time and Finance

Was the project completed in time planned? If not state length of over-run

Was the project cost within the amount estimated? If not what short falls occurred

Are recurrent costs within the planned level? If not state over expenditure.

B3. Beneficiaries and Benefits:

Are the benefits reaching the target beneficiaries? If not, state beneficiaries not being reached

Are the benefits reaching the number of beneficiaries planned? If not, state falls.

Are the benefits at the planned quantities level? If not state shortfall.

Are revenues at the planned level? If not state shortfall.

Where planned targets, in terms of benefits and beneficiaries, have not been achieved, give reasons in full and state how the situation will be avoided in future.

B4. Operations

Is the project operating at the planned level? If not state deficiency
Are project assets being properly maintained? If not state areas of failure.

B5. Summary

Summarize B1-B4 by giving an overall picture of the successes, failure and the lessons learned in carrying out programmers/ projects.

(b) Department/ Unit.....

Year Month

.....

PROJECT/ACTIVITY	PHYSICAL COMPONENT	FINANCIAL COMPONENT		REMARKS
	% COMPLETED	EXPENDITURE	% OF TOTAL VALUE	

6.5 DISSEMINATION AND COMMUNICATIONS STRATEGY

This section gives an insight into the dissemination of the prioritised programmes and projects in the Metro. Medium Term Development Plan and strategies that would be adopted. It also highlights the expected roles and responsibilities of stakeholders and other principal action agents as well as collaborating agencies in the implementation process. Strategies for promoting dialogue to generate feedback from the public regarding the provision of socio-economic infrastructure and related services as well as marketing of the plan are also discussed.

6.5.1 Dissemination of MMTDP and Annual Progress Reports

It is very necessary to win the support of all stakeholders to provide funding and logistic/ human support necessary for the implementation of the four-year medium term development plan. The dissemination of the plan will involve all stakeholders especially at the following levels:

- **Metropolitan Assembly Level**

The development focus, goals, objectives and strategies stated in the four-year medium term development plan must be known to all Assembly Members, the media, decentralized departments and agencies as well as the staff of the Assembly for implementation.

- **Submetro/Zonal Council/ Unit Committee Level**

All stakeholders at the Sub-metropolitan/Zonal/ Unit Committee levels, specifically the leaders need to be enlightened on the content of the 2018-2021 medium term development plan to enable them carry the message to their people.

This will be done through the following:

- (i) The chiefs and opinion leaders, Members of Parliament, community based/ youth associations, market women, non-governmental organizations, the GPRTU, CSOs, and other members of the private sector about their roles/ responsibilities and benefits to themselves/ society.
- (ii) Durbars, seminars, community fora, workshops will be organized on the plan to sensitize all stakeholders.
- (iii) Investment opportunities in the Metropolis will be highlighted to enable the private sector and development partners to be attracted to the plan.
- (iv) Public-Private Partnership (PPP) investment opportunities will be explored and adequately publicized to enable Corporate Tema play a key role in the implementation of the PPPs.

- **Regional and National Organizations/ Institutions**

It is also important to market the plan beyond the borders of the metropolis so as to serve as a means of informing the public/ private institutions, and the general public on the potentials existing in the area. This approach will also serve as a means of soliciting for financial and material support for the plan implementation. This will also involve the Members of Parliament in the metropolis.

- **International Organizations**

The Assembly needs to market the plan through workshops and seminars to attract financial agencies in addressing people's needs. The plan would be summarized into brochures and leaflets whilst a Website is also created for the wider international community. The Assembly will further inform the international community through the Sister-City relationship programmes to ensure wider dissemination across the globe.

6.5.2 Expected roles/ responsibilities of stakeholders in the programmes/ projects

The role of all stakeholders is key to the successful implementation of programmes/ projects in this medium term plan 2018-2021. In the process of implementation however, the anticipated role that each stakeholder will play is highlighted as follows:

6.5.3 Tema Metropolitan Assembly

The decentralization policy coupled with the Local Government Act 462 and the Local Governance Act, 2016 (Act 936) designates District Assemblies as planning authorities and not only responsible for the preparation / formulation of plans but also their implementation, monitoring and evaluation. This imply that the Tema Metropolitan Assembly in collaboration with departments and agencies as well as other non-governmental organizations are responsible for the day to day running of the metropolis and the assessment of projects after

implementation. To implement these projects/ programmes, it is necessary that the assembly mobilizes funds both from within and outside the metropolis. The local revenue base needs to be fully assessed and restructured to give the Assembly a sound financial footing for projects implementation.

The Metropolitan Assembly is charged with the overall responsibility for the process of implementation, monitoring and evaluation of the development projects/ programmes in the area. This role can best be performed by tapping the available human and technical resources of the Metropolitan Planning and Co-ordinating Unit, Departments and Agencies, Sub-Committees, Executive Committee, NGOs and development partners as indicated in the Legislative Instrument (L.I. 2232). The technical skills of the Assembly/departments/agencies will to be tapped for the performance of the following functions:

- Generation and provision of funds for implementation of programmes/ projects.
- Setting up of terms of reference and framework for co-ordination and collaboration among institutions involved in the implementation of the development plan.
- Identification and due response to implementation issues such as legal, administrative and traditional bottlenecks
- Identification and invitation/ attraction of potential investors in the metropolis.
- Periodic revision of plan implementation, procedure and effective adjustments in the response to the changing circumstances.

6.5.4 Executive Committee

The Executive Committee would have to play the leading role of informing the Assembly members about the content of the plan, status of project implementation and problems being encountered during the implementation to enable them explain these to their electorates.

6.5.5 Sub-Committees

The various sub-committees needs to be strengthened with the requisite personnel, skills knowledge and experience to enable the members participate actively in the implementation of the development plan. These sub-committees are:

- Development Planning Sub-Committee
- Works Sub-Committee
- Social Services Sub-Committee
- Finance and Administration Sub-Committee
- Agriculture Sub-Committee
- Revenue Mobilization Sub-committee
- Environmental and Sanitation Sub-Committee
- Education Sub-Committee
- Gender and Sports Sub-Committee

6.5.6 Decentralized Departments/ Agencies

These are major actors in the process of implementation, monitoring and evaluation. The departments/ agencies will provide technical guidance and facilitate the implementation of desirable projects/ programmes.

6.5.7 Chiefs, Opinion Leaders, MPs and Traditional Authorities

The Chiefs, Opinion Leaders, MPs, Traditional Authorities and land owners need to be part of the process of the plan implementation to enable them have informed decisions on their responsibilities in implementing the programmes/ projects designed in the plan.

6.5.8 Non-Governmental Organizations (NGOs)/ Development Partners

The District is mindful of the crucial roles played by Non-Governmental Organizations in support of various projects/ programmes in the metropolis. The role of NGOs and other development partners such as Abibiman foundation, MED Fund, the World Bank, GIZ, WAPCAS, People's Diague etc, has been very crucial for the successful implementation of planned programmes/ projects. It is hoped that the development partners will bite into the plan to enhance the overall development of the district.

6.5.9 Communities

Communities offer a lot of support starting from project identification, design and implementation, monitoring and evaluation. They also play important roles by providing counterpart funds towards project implementation. This is to enhance the principle of community ownership and management for sustainability. In this direction, communities provide labour, land, local expertise, etc for project implementation. The institutions of the Assembly Members' Electoral Area Development Fund in which yearly budgetary allocations are made and funds released directly to the Assembly members to implement prioritized projects in their electoral areas. This will enhance community participation and stimulate the involvement of the people at the grass root level. It is hoped that communities would continue to offer their best through project identification, implementation, monitoring and evaluation for sustainability.

6.5.10 Private Sector

The sustainable partnerships between government and the private sector have been identified as one of the key priority areas of the MTDPF 2018-2021. It is the policy of government that these partnerships will support the growth of the Metropolis and stimulate development activities in the metropolis. It is therefore crucial that transport owners, small-medium-large scale industrialists, fisherfolks, traders, agriculturalists, hoteliers, artisans and all stakeholders in the private sector play their respective roles in the implementation process for the achievement of the metro goal. Areas for specific private sector involvement are indicated in the development plan for implementation.

6.6 Strategies for promoting dialogue/ management of public expectations concerning services

The Metro. Assembly will adopt several strategies for promoting dialogue and eliciting information from the public regarding the implementation of planned programmes and projects in the plan. Stakeholders meeting would be held periodically at the Sub-Metropolitan Council level to update the people on progress of work. Also, the Assembly will hold Townhall and Social Accountability Meetings with identified civil society organisation such as the NGOs, CSO/CBOs, Chiefs and Opinion Leaders, Hairdressers Association, Artisans, Religious Groups, etc. to discuss the implementation of the plan and receive feed back. The Assembly would also collaborate with NGOs and Advocacy Groups in promoting citizen participation and feedback in the plan implementation. The Public Financial Management (PFM) tool will be used to adequately inform the people on the various programmes and projects.

The Assembly will involve the people in the monitoring and evaluation of programmes and projects (participatory monitoring and evaluation) to quickly respond to the concern and expectation of the people during the implementation of the plan. Progress reports on plan implementation would be discussed at the MPCU, Sub-committee, and Authority Committee

levels to ensure active participation of all members of the Assembly. Quarterly review meetings would also be held with stakeholders at both the community and the Assembly level to give more meaning to participatory monitoring and evaluation.

Furthermore, the Assembly will mount bill boards at strategic locations within the metropolis to display photos of on-going programmes and projects (which will be updated regularly) to enable community members participate and equally track the development process. Both the print and electronic media platforms will be adequately employed to inform the people.

In addition, the Public Relations and Complaint Committee of the Assembly would provide a platform for the hearing of issues regarding the implementation of the programmes/ projects in the Metropolis.

APPENDICES

APPENDIX 1: PUBLIC HEARING REPORT

REPORT ON THE PUBLIC HEARING MEETINGS HELD IN THREE (3) SUB-METROPOLITAN ASSEMBLIES IN CONNECTION WITH THE PREPARATION OF THE METROPOLITAN MEDIUM TERM DEVELOPMENT PLAN (2018-2021) FROM 18TH APRIL TO 27TH MAY, 2017

1.1 Introduction

As part of the activities towards the preparation of the Medium Term Development Plan (2018 – 2021) for Tema Metropolitan Assembly, a three day workshop was organized at each Sub-Metro to identify current needs and aspirations of the respective communities. This is to ensure the fulfilment of the Step 4 of the NDPC guidelines for the preparation of the development plan for the Assembly.

Further, the stakeholders were made to validate the data captured in the plan as well as build consensus on strategies for implementation. The presentation of the draft report included; highlights on the Metro goal, focus, potentials, opportunities, constraints and challenges, major programmes/ projects prioritised and joint metro projects, etc. To ensure community participation and good representation, various groups including CBOs, FBOs, Unit Committees, Assembly Members, MPs, Resident Associations, Women Groups, Chiefs and Opinion Leaders, NGOs, the media, etc. All Heads of Department and Units were also present to facilitate and responded to issues where necessary.

Instead of general invitation to the public which may result in only a section of people from specific communities participating, specific targeting was done to invite representatives of all stakeholders in the metropolis. This was deliberately done to ensure that all the communities including minority groups have a say in the process. Details of the processes, issues and concerns gathered from the field are enumerated below.

1.1 Name of Town/ Area Councils/ Date/ Time/ Venue

No.	Town/ Area Council	Date	Time	Venue
1.	Tema Central Constituency	27 th April, 2017	10.00am	Tema Joint Church
2.	Tema East Sub-Metro	20 th April, 2017	10.00am	Tema East Sub-Metro
3.	Tema West Sub-Metro	25 th April, 2017	10.00am	Tema West Sub-Metro

Source: Tema Metropolitan Assembly, 2017

1.2 Medium of Invitation

- Letters
- Information Van Announcement
- Special invitation of specific number of invitees from Assembly members (each Assembly member was tasked to come along with 10 stakeholders from his/ her areas of jurisdiction).

1.3 Special Interest Groups/ Individuals/ Identifiable Representations Invited

1. Chiefs/ Opinion Leaders
2. Members of Parliament

3. Presiding Member
4. Assembly Members
5. Unit Committees
6. Sub-metro counsellors
7. Heads of Department /Unit Heads
8. Civil Society Organisations (NGOs, CBOs, Religious Bodies, Private Sector Industrialists, Resident Associations, etc).
9. Groups and Associations (Hair Dressers, Artisans, GPRTU, Traders, Media, Association of NGOs, etc).
10. Individual Community Members

1.2 Total number of persons at the hearing/ gender ratio/ percentage

No.	Sub-Metro	Attendance		Total	Percentage (%)	
		Male	Female		Male	Female
1.	Tema Central Contitueny	94	28	122	77.0	23.0
2.	Tema East Sub-Metro	91	84	175	52.0	48.0
3.	Tema West Sub-Metro	73	23	96	76.0	24.0
	Total	258	135	393		

Source: Tema Metropolitan Assembly, 2017

1.4 Language (s) Used at Hearing

- Ga – especially in Tema East Sub-metro
- English
- Twi

1.5 Major Issues at Public Hearing

1.5.1 Tema Central Sub-Constituency

No.	Problems	Location
1.	Leakage of roofing in schools, lack of fence wall and parks	Comm.7 No. 2, Comm. 8 No. 1 and 2, Comm. 4 No. 2, Comm. 11, Redemption Valley JHS
2.	Insecurity in communities- Street lights	Tema Joint Church to Vertinary, Union Electoral, highway, Comm. 4,6,8,10,11, black cat, VALCO
3.	Bad roads, over speeding, narrow roads, etc.	Comm. 7, Comm. 8, 11 (Rama Down) Cooperative, Motorway to Cemetary, Oriana, Adonai, VALCO, Low Cost, Hospital Road
4.	Drainage problems/ uncovered drains/ Prevalence of mosquito due to uncovered drains	Police Visibility point, Joint Church, Comm. 6,7, 8,10 owuo junction, black cat, zone 5(infront of wayview), Adonai, Kaiza, Low cost
5.	Sewer lines blockages	Comm. 7,4,11, Union Electoral, Black Cat Electoral Area, VALCO Electoral Area
6.	Absence of play grounds and parks for social programmes-Rehabilitation of playing ground	Comm. 7,11,
7.	Inadequate recreational facilities	Comm. 7, 8 Light Industrial Area,
8.	Prevalence of poverty pockets - Extension of LEAP Programs	Comm. 7, 8,11, VALCO

9.	Inadequate sanitary facilities e.g. Toilet, solid waste, liquid waste	Comm. 8, 4 Police Station, VALCO, Light Industrial Area
10.	Unauthorised structures e.g. Filling stations, kiosks, containers, etc.	Comm. 6,8,10,11
11.	Covered fire hydrants in community 8	Comm.8
12.	Inadequate Security check points (night checks)	Comm. 4,10
13.	Poor condition of Culvert/bridge for drains	Comm. 11
14.	Unauthorised structures around TMA stores	Comm. 11
15.	High refuse collection fees / problem of revenue collectors not accepting part payment	Metro wide
16.	Long trailers plying the inner roads, delays in completing street naming and property addressing project	VALCO Electoral Area
17.	Lack of office space for the creation of Tema Central Sub-Metro	VALCO Electoral Area
18.	Solid and liquid waste collection challenges –irregular collection, frequent blockages, etc.	Metro wide

Source: Tema Metropolitan Assembly, 2017

1.5 3 Tema East Sub-metro

No.	Issues	Location
1.	Leakage in school buildings	Tema Newtown
2.	Bad road network, lack of alternative road from the CBD to Newtown	Bankuman, Acheampong Village, Waterland, Tema Newtown,
3.	Inadequate planned recreational centres (including areas for the aged)	Tema Newtown
4.	Congestion at the existing Manhean Clinic	Tema Newtown
5.	Inadequate market infrastructure	Tema Newtown
6.	Inadequate recreational facilities such as parks	Tema Newtown
7.	Inadequate land space for the construction of public facilities	Tema Newtown
8.	Inadequate household toilet facilities	Tema Newtown
9.	Inadequate service lines for water extension	Bankuman, Acheampong Village
10.	Inadequate sheds for fishmongers	Tema Newtown

11.	Narrow drains	Tema Newtown, Bankuman, Acheampong Village, Waterland
12.	Insecurity as a result of inadequate street lights /police post	Tema Newtown, Acheampong Village, Waterland
13.	Inadequate infrastructure and furniture in SHS	Manhean Secondary School
14.	Inadequate skip containers and waste disposal site	Tema Newtown
15.	Open defecation	Bankuman, Acheampong Village, Waterland, Tema Newtown, Ziguinchor, etc.

Source: Tema Metropolitan Assembly, 2017

1.6 Main Controversies and Major Areas of Complaints

- Classification of communities/areas.
- Encroachment of the Ramsar Site and the inability of stakeholders to address it.
- Haphazard parking of haulage trucks and the use of inner lanes to avoid traffic.
- Development of slums.
- Weak sewer infrastructure and the perceived delay by Authorities in addressing it.
- Perceived inadequate attention to areas contributing to more revenue to the Assembly.
- Frequent flooding of some notable communities after every rain.

1.7 Proposal for the Resolution of the above Controversy/ Complaint

- Assembly to carry out comprehensive assessment on current status of communities and areas for classification and reclassification into high, medium and low classes.
- Intensification of stakeholder consultation and dialogue.
- Enforcement of Assembly's bye-laws and regulations.
- Construction of public haulage truck parking facilities.
- Refurbishment of sewer infrastructure
- Special attention (prioritization) to be given to areas contributing more revenue to the Assembly.
- Intensification of stakeholder consultation and dialogue for people to avoid living in flood prone areas. Regular sensitization of communities on potential hazards, safe havens and other pre and post flood related interventions.

1.8 Brief Comment on General Level of Participation

- Generally, all stakeholders conducted themselves very well throughout the public hearings. Stakeholders expectations were that all issues raised in the discussions would receive attention. They were thankful to the Assembly for engaging them in such a fruitful dialogue and hopeful that this would continue. The media was also happy to be invited to such an important gathering and assured the Assembly of coverage of subsequent fora in the future.

1.9 Adoption of MTDP 2018 -2021

Having considered all issues and concerns raised at the Public Hearings, the plan was presented to the Development Planning Sub-Committee of the Assembly for discussions on the 19th October 2017. The Plan was further discussed by the

Executive/Authority Committee on the 23rd October 2017. Finally, the 2018 – 2021 MTDP was presented to the General Assembly at its Ordinary Meeting held from 24th to 26th October 2017. The Plan was subsequently adopted by the Assembly on the 26th October 2017.

1.10 Assents to Acceptance of Public Hearing Report

(i) Metropolitan Chief Executive:

Hon. Felix Mensah Nii Anang-La

Signature/ Date:.....

(ii) Metropolitan Co-ordinating Director:

Samuel Donkor

Signature/ Date:.....

(iii) Presiding Member:

Hon. Richard Fiadomor

Signature/ Date.....

(iv) Chairman of Development Planning Sub-Committee:

Hon. Raphael Lomotey

Signature/ Date:.....

(v) Metropolitan Development Planning Officer:

M. A. Amadu

Signature/ Date:.....

APPENDIX II

PROPOSED SDF OF TEMA METRO

