

TEMA WEST MUNICIPAL ASSEMBLY



MONITORING AND EVALUATION REPORT FOR 2024

ANNUAL PROGRESS REPORT ON THE IMPLEMENTATION
OF THE MEDIUM TERM DEVELOPMENT PLAN 2022-2025
(AGENDA FOR JOBS II)

PREPARED BY:
MUNICIPAL PLANNING CO-ORDINATING UNIT

January, 2024

TABLE OF CONTENTS

Contents

TABLE OF CONTENTS	i
Contents	i
LIST OF TABLES	iii
LIST OF FIGURES.....	iii
ACRONYMS	iv
EXECUTIVE SUMMARY	vi
CHAPTER ONE.....	1
1.1 Purpose of the Monitoring and Evaluation (M&E)	2
1.2 Status of Implementation on the Medium-Term Development Plan	3
1.3 Difficulties Encountered	6
1.4 Processes Involved	7
CHAPTER TWO.....	9
MONITORING AND EVALUATION ACTIVITIES REPORT	9
2.0 Introduction	9
2.1 Programme/Project Status for the Year 2024	9
2.2.1 Implication of Intervention on Municipal Objectives	11
2.3 Update on Disbursements from Funding Sources	45
2.3.1 Update on Funding Sources	45
2.3.2 Challenges with Disbursement of funds	50
2.4 Update on Indicators and Targets	53
2.4.1 National 25 Core Indicators and Targets	53
2.4.2 Municipal Specific Indicators and Targets	66
2.5 Update on Critical Development and Poverty Issues	78
2.5.1 Planting for Food and Jobs (PFJ)	81
2.5.2 40th Farmers Day Celebration	81
2.5.3 Capitation Grant	82

2.5.5	National Health Insurance Scheme (NHIS)	82
2.5.6	Water, Sanitation and Hygiene	82
	Efforts at improving Household Toilets in the Municipality (2024).....	83
2.5.7	Electricity	85
2.5.8	Free Senior High School Programme.....	85
2.5.9	Programme for Persons with Disabilities (PWDs)	86
2.5.10	Skills Training of Pregnant Adolescents	87
2.5.11	Donation of Food Items and Necessities (Valentine’s Day Edition)	87
2.5.12	HIV and AIDS	88
2.2.19	MCE’s Community Engagement.....	88
2.2.20	Local Economic Development (LED) Interventions	89
2.2.21	Gender Mainstreaming.....	90
2.2.22	Climate Change	90
2.3	EVALUATION CONDUCTED, FINDINGS AND RECOMMENDATIONS	90
2.4	PARTICIPATORY MONITORING AND EVALUATION UNDERTAKEN	91
CHAPTER THREE.....		93
3.0	The Way Forward	93
3.1	Key Issues Addressed and those yet to be Addressed.....	93
3.2	Recommendations	94

LIST OF TABLES

Table 2.0.1 Status Implementation of Physical Projects	12
Table 2.0.2: Total number of active projects.....	21
Table 2.3.1.1 Update on Funding Sources (GHs)	46
Table 2.3.1.2 Update on Disbursement of Funds (GHs) 2022-2025.....	48
Table 2.4.1 Agenda for Jobs (2022-2025) Municipal Core Indicators	58
Table 2.5.1 Critical Development and Poverty Issues	78
Table 2.5.2 Staff Strengths of MMDAs	79
Table 2.5.3 Capacity Development	80
Table 2.5.4 Logistics Analysis	81
Table 2.5.5 Total Number of Toilet Facilities constructed in 2024	84
Table 2.5.6 Construction of toilet facilities - 2023 Vs 2024	84
Table 2.5.7 Data on Persons with Disability-2023.....	87
Table 2.5.8 MCE's Community Engagement	88
Table 2.3.1 Update on Evaluations Conducted	91
Table 2.4.1 Update on PM&E Conducted.....	92

LIST OF FIGURES

Figure 2.3.1.1 Update on Funding Sources -2023 vs 2024	47
Figure 2.3.1.2 Update on Disbursement of Funds - 2022 Vs 2023	48

ACRONYMS

IDIF	One-District One-Factory
AAP	Annual Action Plan
AIDS	Acquired Immune Deficiency Syndrome
APR	Annual Progress Report
BECE	Basic Education Certificates Examination
BAC	Business Advisory Center
CAPEX	Capital Expenditure
CHPS	Community-Based Health Planning and Services
CSOs	Civil Society Organizations
DACF	District Assembly Common Fund
DDF	District Development facility
DLREV	District Local Revenue
DMTDP	District Medium Term Development Plan
DRIP	District Road Improvement Programme
ECG	Electricity Company of Ghana
EPA	Environmental Protection Agency
GAMA	Greater Accra Metropolitan Area
GETFUND	Ghana Education Trust Fund
GHS	Ghana Health Service
GoG	Government of Ghana
GSFP	Ghana School Feeding Programme
GWCL	Ghana Water Company Limited
HIV	Human Immune Deficiency Virus
IGF	Internally Generated Funds
ISS	Integrated Social Services
JHS	Junior High School
LEAP	Livelihood Empowerment Against Poverty

LED	Local Economic Development
LI	Legislative Instrument
M & E	Monitoring and Evaluation
MMDAs	Metropolitan Municipal District Assemblies
MPCU	Municipal Planning Coordinating Unit
MLGD&RD	Ministry of Local Government Decentralization and Rural Development
MTDP	Medium Term Development Plan
NMTDPF	National Medium-Term Development Framework
NDPC	National Development Planning Commission
NGO	Non-Governmental Organization
NHIS	National Health Insurance Scheme
OCYF	Operation Clean Your Frontage
PBB	Programme Based Budget
PERD	Planting for Export and Rural Development
PFJ	Planting for Food and Job
PWD	Person With Disability
RCC	Regional Coordinating Council
RFG	Responsiveness Factor Grant
RFJ	Rearing for Food and Job
RPCU	Regional Planning and Coordinating Unit
SDGs	Sustainable Development Goals
SHS	Senior High School
TWMA	Tema West Municipal Assembly

EXECUTIVE SUMMARY

Ghana, under the Local Governance Act, Act 936, has devolved power to District Assemblies for effective and efficient service delivery for local development. Thus, Metropolitan Municipal District Assemblies (MMDAs) are given the mandate to plan, monitor, provide basic infrastructure, support productive activities, and act as the overall development agent of the district.

Therefore, the Metropolitan, Municipal and District Assemblies (MMDAs) are expected under the National Development Planning (Systems) Act, 1994 (Act 480) to undertake development-planning functions in consultation with the Sub-District Structures and relevant local stakeholders. In addition, the Assemblies are enjoined by the Act to ensure that Development Planning is in line with the National Development Guidelines issued by the National Development Planning Commission (NDPC).

Hence, the Tema West Municipal Assembly prepared the 2022-2025 Medium Term Development Plan based on the AGENDA FOR JOBS: Creating Prosperity and Equal Opportunity for all; for the four (4) year period. Emanating from the MTDP was the Annual Action Plans for year 2022 to year 2025 for effective implementation. The planned activities are further categorised under the following development dimensions; Social Development, Economic Development, Environment, Infrastructure and Human Settlements and Governance, Corruption and Public Accountability.

The 2024 Annual Action Plan contained 110 projects and programmes and was expected to cost **GH¢ 27,522,539.81** whilst the MTDP 472 interventions cost **GH¢89,749,102.19**. By the end of the year 2024, a total of 103 activities representing 93.6% of the Annual Action Plan for 2024 were implemented. Out of the total (103) implemented, 99 activities representing 96.1% projects were completed, 4 activities representing 3.8.8% were on-going. Cumulatively, 295 activities had been implemented as at December 2024 representing 74% out of the total number of 399 planned activities for the 2022-2025 Medium Term Development Plan.

This report, which is organized into three chapters, presents details of the implementation of the Medium-Term Plan and the 2024 Annual Action Plan as at 31st December 2024. Chapter one covers the general introduction of the report while chapter two consists of the reports on Monitoring and Evaluation activities that were undertaken. Chapter three (3) focuses on key issues addressed and those yet to be addressed and recommendations made by the Assembly towards the improvement of Monitoring and Evaluation of programmes and projects.

CHAPTER ONE

1.0 Introduction

The Tema West Municipal Assembly's 2024 Annual Progress Report (APR) evaluates the progress made in implementing the 2024 Annual Action Plan (AAP) and sets the stage for strategic initiatives in the coming year. The AAP was derived from the 2022–2025 Medium-Term Development Plan (MTDP), guided by the National Medium-Term Development Policy Framework - "*Agenda for Jobs II: Creating Prosperity and Equal Opportunity for All.*"

This report provides a comprehensive overview of TWMA's development efforts, utilizing a set of indicators to assess performance against planned objectives. It highlights achievements, identifies challenges, and outlines strategies to address gaps in achieving the Municipality's developmental goals.

The preparation of the 2024 APR involved rigorous monitoring and evaluation activities, including quarterly reviews, participatory forums, and stakeholder consultations. These processes ensure that the report reflects the collective input of all relevant actors and provides actionable recommendations for sustained growth and development.

The APR remains a critical tool for tracking progress, promoting accountability, and fostering evidence-based decision-making within the Municipality. The findings presented herein aim to guide the TWMA and its stakeholders in achieving the overarching goal of creating a spatially harmonious and socio-economically vibrant community.

The 2024 Annual Progress Report is therefore an output of several monitoring exercises, review meetings and other consultative processes which provides a key instrument for reporting on progress made towards achievement of the goals and objectives of the 2022-2025 MTDPs on annual basis. The following are the purpose for preparing the APR.

- It provides annual presentation of progress of implemented projects and programmes determined in the DMTDP.
- It serves as a single source of information on progress being made and assists in identifying weaknesses and constraints to attainment of the goals and

objectives of the DMTDPs. It also makes recommendations to help address the bottlenecks.

- It presents the status of indicators and targets that were adopted by stakeholders for tracking the achievements of key policy objectives, programmes and projects of the DMTDP

1.1 Purpose of the Monitoring and Evaluation (M&E)

The Tema West Municipal Assembly undertook some development projects and programmes during the planned period to achieve desired goals and objectives as outlined in the 2022-2025 MTDP. To ensure that these goals and objectives are achieved, there is a need for a constant monitoring and evaluation of interventions. The Municipality therefore prepared the Quarterly and Annual Progress Reports to assess the performance of the Municipal Assembly. The APRs track these goals and objectives. The Municipality has adopted effective monitoring and evaluation mechanism conducted intermittently mostly on quarterly basis. Such mechanism includes involvement of key stakeholders using a designed checklist for Project or programme monitoring. The overall goal and objectives of the M&E for the year 2024 were as follows;

Goal:

- Implement effective M&E systems to systematically measure the effectiveness of projects or Programmes in meeting development objectives and provide lessons useful for review and formulation of evidence-based policies for effective and efficient service delivery.

Specific purposes included;

- It enhances the participation of broader key stakeholders in the Assembly and also promotes participatory M&E
- To help define appropriate indicators and set achievable targets in relation to the MTDP goals and objectives.
- Preparation of the M&E report ensures that sub-district and decentralized plans are available for data collection, analysis, and use.
- It enables the Assembly to track progress and work more effectively and efficiently towards achieving set goals and objectives.

- To identify and analyze respective stakeholders who could affect the outcome of the of the MTDP
- To ensure that specific strategies and tools are designed to encourage informed decision making.
- To facilitate effective dissemination of information on interventions and best practices
- To ensure projects implemented are in line with the Policy Framework “Agenda for Jobs II: Creating Prosperity and Equal Opportunity for all” (2022-2025).
- Assess the overall performance of the Municipality in implementing projects or programmes, identify gaps and provide solutions for learning
- To fulfill statutory requirements. (National Development Planning Commission (systems) Act, Act 480, section two (2) sub section 1(g) and (f)

The findings and analysis have been fully incorporated in this report for stakeholders, useful for review and formulation of evidence-based policies and identification of effective programmes and targets to inform decision-making.

1.2 Status of Implementation on the Medium-Term Development Plan

The Tema West Municipal Assembly through the MPCU prepared a four- year Plan for 2022 to 2025 with the guidelines from the National Development Planning Commission. The plan was prepared under the Agenda for Jobs II: Creating Prosperity and Equal Opportunities for All, National Medium Term Development Policy framework and adopted by the Assembly and subsequently approved by the National Development Planning Commission for implementation.

The status of implementation of the District Medium Term Development Plan (DMTDP) is provided in two parts. The first part provides an assessment of the implementation of the 2024 Annual Action Plan (AAP) teased out of the DMTDP and second part provides an overall assessment of the level of implementation of the DMTDP.

1.2.1 Implementation of Annual Action Plan - 2024

The 2024 Annual Action Plans (AAP) were teased out of the District Medium Term Development Plan with indicative budgets for implementation. Included in the Plan were

prioritized projects and programmes to be executed, and rolled over projects from the previous years. To respond to new policy directives, limited resources or change in development needs the 2024 AAP was reviewed mid-year. The Reviewed Annual Action Plan had a total of 110 activities.

For the year 2024, a total of One hundred and ten (110) programmes and projects were approved by the General Assembly for implementation with the support of the Departments of the Assembly and stakeholders. Out of the approved activities, eighteen (18) were under Economic Development, Forty-eight (48) under Social Development, Twenty-seven (27) under the Environment, Infrastructure and Human Settlement and seventeen (17) under the Governance, corruption and Public Accountability development dimensions.

Table 1.2.1, shows the proportion of programme and projects implemented in the AAP by development dimensions. From the table it can be notice that in terms of percentages it was only the Governance, Corruption and Public Accountability Dimension that performed 100%.

Again, as indicated in Table 1.2.1, the outcome of the cumulative performance of the operations and indicators, the Assembly has made significant progress in achieving the adopted policy objectives under the various development dimensions especially under the Social development policy objective enhancing inclusive and equitable access to, and participation in quality education at all levels, ensuring affordable, equitable, easily accessible and Universal Health Coverage, improving access to safe and reliable water supply services for all and enhancing access to improved and reliable environmental sanitation services. Ensuring effective child protection and family welfare system and strengthening social protection, especially for children, women, persons with disability and the elderly policy objectives also showed some of improved.

There had been significant transformation within the Municipality, even though there are still rooms for improvement. What has been achieved for the period of 2024 is quite substantial for a young Municipality of such.

There are reports on improvement of key sectors such as Sanitation and Hygiene, Education, Local Economic Development (LED) and other pro-poor programmes such as Planting for Food and Jobs, LEAP and provisions for Persons with Disabilities. It was however difficult to get data on the National Health Insurance. Thus, only a small data has been presented on it in the report.

Table 1.2.1 shows the summary of activities in the Annual Action plan categorized according to the development dimensions of the framework in the agenda for jobs.

Table 1.1.2.1: Details on the Annual Action Plan Implemented under the Agenda for Jobs Policy Framework

S/N	Development Dimension	2022		2023		2024		2025	
		Plan	Exec	Plan	Exec	Plan	Exec	Plan	Exec
1	Economic Development	16	16	13	12	18	16	15	
2	Social Development	33	33	52	52	48	46	41	
3	Environment, Infrastructure and Human Settlement	34	34	22	22	27	24	28	
4	Governance, Corruption and Public Accountability	7	7	16	16	17	17	19	
	Total	90	90	103	102	110	103	103	

Source: MPCU, 2024

1.2.2 Level of Implementation of DMTDP 2022-2025

The year 2024 is the third year of implementation of the DMTDP, 2022-2025 prepared under the national framework agenda for jobs. The MPCU thoroughly assessed the level of implementation. It could be observed from table 1.2.2 that out of the 110 activities outlined in the third year of the 2022-2025 DMTDP, ninety-nine (99) of the activities were undertaken and completed. Four (4) activities were on-going. This figure represents 93.6 % of operations. It could be noticed that the District as at 2024 has implemented 294 activities representing 74% of the total activities in the Medium Term Development Plan as shown in Table 1.2.2. With a strong performance of 74%, the Assembly has made significant progress in the MTDP performance. Although the final year remains crucial, substantial portion of planned activities have been implemented. Given past performance and increasing resources, the Municipality is confident to achieve full implementation of the 2022-2025 MTDP.

It could be observed from Table 1.2.2 that as at end 2024, a total number of One hundred and three (103) activities, representing 93.6% have either been completed or commenced and are at various stages of completion whilst 6% were yet to start. Thus, over ninety-three percentage (93%) implementation of the Plan shows the realization of four (4) goals and 26 policy objectives adopted from the Agenda for Jobs Policy framework.

Out of the percentage implemented, 89.1% of the activities have been completed and 3.6% on-going. The projects that could not be initiated were activities from the Agricultural Department, Department of Social Welfare & Community Development and the Works Department. The inability to fully implement the planned programmes and projects may be attributed to the delay in the release of funds and shortfall of Internally Generated Fund (IGF) against budgeted.

Table 1.21.2.2: Proportion of the DMTDP Implemented

Indicators	Baseline 2021	Actual 2022	Actual 2023	Target 2024	Actual 2024
1. Proportion of the annual action plans implemented by the end of the year					
a. Percentage of activities completed	88.2	94.4	95.1%	100%	90%
b. Percentage of ongoing activities	10.4	5.6	3.9%	-	4%
c. Percentage of activities abandoned	-	-		-	-
d. Percentage of activities yet to start	1.4	-	1%	-	6%
2. Proportion of the overall medium-term development plan implemented	74%				

Source: MPCU, 2024

1.3 Difficulties Encountered

The process in undertaking project and programme monitoring and evaluation did not come without a challenge this year. As a new District Assembly, there was inadequate logistics for monitoring and evaluation. In addition, funds for undertaking plan implementation monitoring and evaluation are limited. The District also faces the challenge in accessing adequate and accurate data. Hence affecting timely reporting on monitoring and evaluation of plan implementation.

The following were few challenges encountered during monitoring and evaluation of the 2022 AAP implementation;

- Delay in release of funds from the Central Government. This resulted in the Assembly's inability to fully initiate planned programmes or complete on-going projects especially those funded under the Districts Assemblies Common Fund.
- The MPCU Secretariat is not well resourced to effectively perform its mandate as required under the law especially inadequate transport and funds for field monitoring and other M&E activities.

- Difficulty in measuring some of the indicators at the local level. This has led to inaccurate, inconsistent and up-to-date data from the departments of the Assembly to the MPCU.
- Weak M & E capacity among the Departments is still a challenge to the Activities of the DPCU.

1.4 Processes Involved

Tema West Municipal Assembly undertake its monitoring and evaluation in a participatory manner, involving departments, units, agencies and institutions within the Municipality. At every stage of implementation of a project, the Assembly constitutes a Monitoring Team to check and observe the progress of the planned activities. The involvement of the institutions and departments forms an important part of the monitoring process so to ensure that the report reflects the actual progress of implementation of the Annual Action Plan at the Departmental level of the Assembly. The Municipal Planning Co-ordinating Unit (MPCU) Team leads the Monitoring and evaluation exercises and coordinates the preparation of reports. The MPCU undertakes quarterly and annual monitoring and evaluation and produce reports accordingly.

(a) Data Collection

The Planning Unit using a set of templates collected data from the departments and Units of the Assembly as well as other non-decentralized and decentralized agencies within the Municipality. Data collected cut across the performance of the district core indicators, performance of the district-specific indicators and the implementation of the 2024 annual action plan in the various departments and units of the Assembly among others.

(b) Monitoring of the physical projects

The monitoring team of the Assembly also conducted quarterly site visits to monitor the implementation of physical projects as well as interacting with communities and other relevant stakeholders through meetings, visits, phone calls, and so forth. The observations of such visits were carefully incorporated to produce a draft report.

(c) Data validation and review meeting

The Assembly through the MPCU held the data validation and review meetings with the heads of departments and Units as well as representation of the non-decentralized agencies and other

institutions to validate data presented for the preparation of the 2024 Annual Progress Report. Feedback from the meeting was incorporated in the finalization of the 2024 APR.

(d) Participatory M&E Forum

The Assembly periodically organized PM&E forum within communities in which physical projects captured in the 2024 AAP were discussed. The group employed tools like community score cards to evaluate the communities' perceptions of the projects being implemented. The report of the groups was incorporated in the finalization of the 2024 APR.

(e) Town Hall and Stakeholder Consultative Meeting

Town Hall/ Stakeholder Consultative Meeting were also organized by the Assembly inviting a wide range of stakeholders and development partners. The purpose of the meetings were to present the draft 2024 APR to the stakeholders and to solicit their feedback on the report. The feedback for the meeting was incorporated in the finalization of the report.

CHAPTER TWO

MONITORING AND EVALUATION ACTIVITIES REPORT

2.0 Introduction

The chapter reports on the status of physical projects and programmes implemented during the year. This section indicates projects and programmes details including the sources funds, contract sum and payment, project expected completion date, level of project completion, targets and achievements. It also included update on funding sources and disbursements, update on indicators and targets, update on critical development and poverty issues, findings and recommendations and participatory M&E undertaken.

2.1 Programme/Project Status for the Year 2024

2.1.1 Project Register

The projects register as at December 2024 is indicated in Table 2.0.1 as Status of Implementation of Physical Projects. The register has been updated to reflect the current status of development projects undertaken by the Assembly and its development partners. From the list, it could be observed that, total physical projects on the register are forty-eight (48). Out of this, only four (4) physical projects were on-going representing 8.3 percent of total project implemented. The remaining forty-four (44) projects are completed and in-use. This represents 91.7 % of the physical projects in the Annual Action Plan for 2024.

Total cost of the projects on the register is estimated to be GHs16,404,235.48. Out of this amount GHs14,668,917.34 representing 89.4% has been paid for the projects executed leaving and outstanding balance of GHs1,885,745.13. Thirty-four (34) of the projects is being funded with the District's Internally generated fund (IGF) whilst one (1) from GoG under the Ministry Local Government, Chieftaincy and Religious Affairs. Three (3) under District Assemblies Common Fund - Responsive Factor Grant (DACF-RFG) and the remaining ten (10) under the District Assemblies Common Fund (DACF).

It can also be seen that, out of the 48 projects on the register 46 is under Environment, Infrastructure and Human Settlement whilst only 2 projects were recorded in Governance, Corruption and Public Accountability development dimension. Majority of the projects focused on improving education, security, roads and sanitation. It is therefore not surprise that,

the policy objectives under the social development dimension have seen significant improved and on track of contributing to the broader dimension goal of creating opportunities for all.

Under the Infrastructure, Human settlement dimension, major projects were on improving the social service delivery to promote quality health and education. In addition, the dimension also improves businesses especially industries and traders through the provision improved access roads, drains and road safety infrastructure to stimulate growth within the District. This couple with interventions under the economic development dimension has contributed to the growth of the Local Economic Development in the municipality, thus, creating more jobs.

2.1.2 Programme (Non-Physical Project) Register

The programmes (non-physical project) register as at December 2024 as indicated in Table 2.0.3. shows that a total number of 95 programmes were earmarked for implementation in the Annual Action Plan, 2024. This figure represented 86.4 % of the activities outlined in the 2024 Annual Action Plan. It could be seen from the programmes register in Table 2.2, that out of 95 programmes 56 % were under the social development, 25 % under Economic development, 10 % were also executed under the Governance, Corruption and Public Accountability development dimension. The remaining 9 % were recorded under Environment, Infrastructure and Human Settlement.

Based on the number of Programmes implemented and the status of implementation across the Development Dimensions, it is not far to conclude that the District is on track to achieving the District goal of a developed spatially homogeneous entity, offering wider opportunities for socio-economic development and the general welfare of its residents within an atmosphere of peace and tranquillity whilst at the same time contributing positively to the achievement of the broader adopted development dimensions goals of a build prosperous society, create opportunities for all, safeguard the natural environment and ensure a resilient built environment and maintain a stable, united and safe society.





2.2.1 Implication of Intervention on Municipal Objectives





There has been an incredible improvement in the Municipality after the implementation of the 2024 Annual Action plan. The education sector has a lot of improvement especially in the constriction of classroom blocks which has reduced overcrowding in the classrooms. The road infrastructure in the Municipality have also seen tremendous development thereby reducing the number of road accidents and travelling time. There were socio-economic community sensitizations, Local Economic Development Programmes and other social Development Programmes which has successfully improved the quality of life of the people.





Based on the number of Programmes implemented and the status of implementation across the Development Dimensions, it is fair to conclude that the Assembly is on track to achieving the Municipal goal of a developed spatially homogeneous entity, offering wider opportunities for socio-economic development and the general welfare of its residents within an atmosphere of peace and prosperity whilst at the same time contributing positively to the achievement of the broader adopted development dimensions goals; create opportunities for all, safeguard the natural environment and ensure a resilient built environment and maintain a stable, united and safe society.





PROJECT REGISTER





Table 2. 0.1 Status Implementation of Physical Projects

Project Description		Development Dimension	Location	Contractor	Contract Sum	Date of Award	Source Of Funding	Date Started	Expected Date Of Completion	Expenditure to Date	Out Standing Balance	Implementation Status		Strategies To Improve Project Completion Rate	How Citizens were involved in monitoring of works contract	Remarks Summary on land acquisition and resettlement
												%	Pictures			
Co de	Name															
Works Department																
	Construction of 6-Unit Classroom Block at Star Basic School (1 st floor)	Env't Infra. and Human Settlement	Community 5	Benef Ent. LTD	1,364,955.00	23/11/24	RFG	23/11/24	23/05/25	00	1,364,955.00	50%		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement
	Procurement of Provision, Replacement and Repairs of Streetlight in the Municipality	Env't Infra. and Human Settlement	Com. 2,3 and 5	Emka Engineer	192,000.00	23/02/24	DACF	02/03/24	15/03/24	192,000.00	00	100%		Prompt payment of contractors	Regular site visits and interviews	
	Construction of 2-storey 12-unit classroom block at Lashibi	Env't Infra. and Human Settlement	Lashibi	Cafad Co. Ltd	2285364.45	10/03/2018	DACF	15/03/2018	15/03/2019	361430.64	1,923,933.81	31%		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement
	Construction of 3-storey Office Administration for TWMA	Env't Infra. and Human Settlement	baatsona	Delovely Ltd	3,434,556.65	15/03/19	GOG	15/03/19	18/06/23	79,275.00	518,124.40	42		Prompt payment of contractors by Central Government	Regular site visits and interviews	Government lands, hence no need for resettlement




Project Description		Development Dimension	Location	Contractor	Contract Sum	Date of Award	Source Of Funding	Date Started	Expected Date Of Completion	Expenditure to Date	Out Standing Balance	Implementation Status		Strategies To Improve Project Completion Rate	How Citizens were involved in monitoring of works contract	Remarks Summary on land acquisition and resettlement
Co de	Name											%	Pictures			
	Construction of 1No. 2-Storey School Dormitory at Lashibi SHS	Env't Infra. and Human Settlement	Lashibi SHS	Delovely Ltd	1,408,669.20	02/09/19	IGF	02/09/19	02/09/20	00.00	00.00	65		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement
Urban Roads Department																
Surfacing of selected roads within the Municipality																
	Surfacing of PV Obeng roundabout to Crismon Hotel Road	Env't Infra. and Human Settlement	PV Obeng roundabout to Crismon	MCBIZY Gh. Ltd.	199,857.00	IGF	16/02/24	23/02/24	22/06/24	199,092.00	828.00	100		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement
	Upgrading Of Gravelled Roads At A-Lang in Community 2 - 0.22km	Env't Infra. and Human Settlement	A-Lang	Georgelin	192,901.90	19-Sep-24	DACF	26-Sep-24	25-Nov-24	182,583.07	10,318.83	100		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement
	Surfacing Of Red Park and Bolga Pito Road In Community 2 - 0.22km	Env't Infra. and Human Settlement	Bolga Pito, C2	Ogyegyaa Co. Ltd	192,917.50	19-Sep-24	DACF	26-Sep-24	25-Nov-24	181,646.16	11,271.34	100		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement
Construction of drains and culverts within areas of the Municipality																





Project Description		Development Dimension	Location	Contractor	Contract Sum	Date of Award	Source Of Funding	Date Started	Expected Date Of Completion	Expenditure to Date	Out Standing Balance	Implementation Status		Strategies To Improve Project Completion Rate	How Citizens were involved in monitoring of works contract	Remarks Summary on land acquisition and resettlement
Co de	Name											%	Pictures			
	Construction Of 1.8m Dia Double Cell Pipe Culvert And Approach Filling At K Ofori Area In Klagon	Env't Infra. and Human Settlement	Klagon	Ogyegyaa Co. Ltd.	182,232.00	15-Feb-24	DACF-RFG	22-Feb-24	23-May-24	182,232.00	00.00	100%		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement
	Construction Of 200m 0.6mm U-Drain and access Slabs at Solomon City Junction	Env't Infra. and Human Settlement	Adjei Kojo	Kykykyku Investment Ltd.	182,634.00	15-Feb-24	DACF-RFG	22-Feb-24	23-May-24	182,634.00	00.00	100%		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement
	Construction of U-Drains along Tensil Town roads in Lashibi- lot 3	Env't Infra. and Human Settlement	C 14 Annex	Construction Medics	120,456.00	IGF	16/02/24	23/02/24	22/06/24	120,780.58	-324.58	100		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement
	Construction Of 600mm U-Drains Along Community 18 Road Near Goodness Oil	Env't Infra. and Human Settlement	C20	Kykykyku Investment Ltd	152,684.00	28-Mar-24	IGF	4-Apr-24	26-Jun-24	152,684.00	00	100%		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement

Project Description		Development Dimension	Location	Contractor	Contract Sum	Date of Award	Source Of Funding	Date Started	Expected Date Of Completion	Expenditure to Date	Out Standing Balance	Implementation Status		Strategies To Improve Project Completion Rate	How Citizens were involved in monitoring of works contract	Remarks Summary on land acquisition and resettlement
Co de	Name											%	Pictures			
	Construction Of 600mm U-Drains Along 'A' Road In Tdc Estates	Env't Infra. and Human Settlement	C14	Ogyegyaa Co. Ltd	198,848.00	28-Mar-24	IGF	4-Apr-24	26-Jun-24	198,848.00	00	100%		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement
	Construction Of 600mm U-Drains Along Evergreen Street Community 19 Annex	Env't Infra. and Human Settlement	C19 Annex	Mement Ventures	198,682.00	28-Mar-24	IGF	4-Apr-24	26-Jun-24	198,682.00	00	100%		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement
	Construction of 600mm U-Drains along Attipoe Street in Wolei-Sakumono, lot 1- Tema West	Env't Infra. and Human Settlement	Sakumono Village	Ogyegyaa Co. Ltd.	199,637.00	24/06/24	IGF	01/07/24	29/09/24	198,647.00	990.00	100		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement
	Construction of 2no 900mm Pipe Culvert with In/Outlet Drainage and Speed Humps at Klagon and Sakumono	Env't Infra. and Human Settlement	Klagon and Sakumono	Ogyegyaa Co. Ltd.	94,416.40	24/06/24	IGF	01/07/24	29/09/24	94,416.40	00.00	100		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement

Project Description		Development Dimension	Location	Contractor	Contract Sum	Date of Award	Source Of Funding	Date Started	Expected Date Of Completion	Expenditure to Date	Out Standing Balance	Implementation Status		Strategies To Improve Project Completion Rate	How Citizens were involved in monitoring of works contract	Remarks Summary on land acquisition and resettlement
Co de	Name											%	Pictures			
	Construction Of 600mm U-Drains Along Attipoe Street in Wolei - Sakumono, Lot 2 - Tema West Municipality	Env't Infra. and Human Settlement	Skumono Village	Ogyegyaa Co. Ltd	198,539.00	20-Jun-24	IGF	27-Jun-24	25-Sep-24	198,539.00	00.00	100		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement
	Construction Of U-Drains and Paving Works at Bolga Pito in Community 2	Env't Infra. and Human Settlement	Bolga Pito, C2	M/S Justo Pearo Enterprise	198,739.00	19-Sep-24	IGF	26-Sep-24	25-Nov-24	198,739.00	00.00	100		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement
	Construction Of 600mm U-Drains Along Tilapia Avenue (Lot 2) in Lashibi - Tema West Municipality	Env't Infra. and Human Settlement	Lashibi	M/S Aulbert Construction Enterprise	198,850.00	19-Sep-24	IGF	26-Sep-24	25-Nov-24	198,850.00	00.00	100		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement
	Construction Of 600mm U-Drains Along Tilapia Avenue in Lashibi - Tema West Municipality	Env't Infra. and Human Settlement	Lashibi	Ogyegyaa Co. Ltd	196,760.00	19-Sep-24	IGF	26-Sep-24	25-Nov-24	196,760.00	00.00	100		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement

Project Description		Development Dimension	Location	Contractor	Contract Sum	Date of Award	Source Of Funding	Date Started	Expected Date Of Completion	Expenditure to Date	Out Standing Balance	Implementation Status		Strategies To Improve Project Completion Rate	How Citizens were involved in monitoring of works contract	Remarks Summary on land acquisition and resettlement
Co de	Name											%	Pictures			
	Construction Of 600mm U-Drains Along Tilapia Avenue In Lashibi - Tema West Municipality	Env't Infra. and Human Settlement	Lashibi	Ogyegyaa Co. Ltd	198,647.00	20-Jun-24	IGF	27-Jun-24	25-Sep-24	199,637.78	(912.00)	100		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement
Dredging and desilting of drains at selected locations																
	Dredging of earth drain channel from C18 police station area to Nii Ankra road at Shalom Spot roundabout	Env't Infra. and Human Settlement	C 18 Thru C 20	Kavex Links Ent.	192,342.00	IGF	16/02/24	23/02/24	23/04/24	191,898.20	443.80	100		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement
	Dredging of earth drain channel from Shalom Spot roundabout to Mamahuma Stream	Env't Infra. and Human Settlement	C 19 Annex	Justo Pearo Ent.	197,684.00	IGF	16/02/24	23/02/24	23/04/24	197,211.25	472.75	100		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement
	Dredging of earth drain channel from K. Ofori into Gbemi Stream in Klagon	Env't Infra. and Human Settlement	Klagpon	Ogyegyaa Co. Ltd.	198,231.50	IGF	16/02/24	23/02/24	23/04/24	197,915.50	316.00	100		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement

Project Description		Development Dimension	Location	Contractor	Contract Sum	Date of Award	Source Of Funding	Date Started	Expected Date Of Completion	Expenditure to Date	Out Standing Balance	Implementation Status		Strategies To Improve Project Completion Rate	How Citizens were involved in monitoring of works contract	Remarks Summary on land acquisition and resettlement
Co de	Name											%	Pictures			
	Dredging of Earth Drain at Ashiaman Underpass, Klagon Water Works Junction And Korle Kope Drain in Klagon	Env't Infra. and Human Settlement	Klagon	Moment Ventures	158,400.00	20-Jun-24	IGF	27-Jun-24	25-Sep-24	157,580.00	820	100		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement
	Desilting Of Community Drains Within Five(5) Electoral Ares In Tema West Municipality (Railways, Karsadjan, Dzata Bu, Halerow & Wole)	Env't Infra. and Human Settlement	Municipal Wide	M/S Justo Pearo Enterprise	129,580.00	20-Jun-24	IGF	27-Jun-24	25-Sep-24	129,580.00	00.00	100		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement
	Desilting Of Community Drains Within Four (4) Electoral Ares In Tema West Municipality (Adjei Kojo, Klagon, Lashibi And Sakumono)	Env't Infra. and Human Settlement	Municipal Wide	M/S Aulbert Construction Enterprise	104,000.00	20-Jun-24	IGF	27-Jun-24	25-Sep-24	103,214.00	786.00	100		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement
Grading/Reshaping and spot improvement																

Project Description		Development Dimension	Location	Contractor	Contract Sum	Date of Award	Source Of Funding	Date Started	Expected Date Of Completion	Expenditure to Date	Out Standing Balance	Implementation Status		Strategies To Improve Project Completion Rate	How Citizens were involved in monitoring of works contract	Remarks Summary on land acquisition and resettlement
Co de	Name											%	Pictures			
	Grading and Gravel spot improvement of Shalom Spot roundabout to C18/20 washing bay	Env't Infra. and Human Settlement	Shalom Spot roundabout	MCBIZY Gh. Ltd.	198,850.00	IGF	31/10/23	14/11/23	12/02/24	198,850.00	00.00	100		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement
	Gravelling Of Tensil Town Road In C14 Annex	Env't Infra. and Human Settlement	C19 Annex		198,739.00	15-Feb-24	IGF	22-Feb-24	23-May-24	198,739.00	00	100%		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement
	Gravel spot improvement works on main Adjei Kojo Road (under pass-Quantum Filling Station) – Tema West	Env't Infra. and Human Settlement	under pass-Quantum Filling Station)	Premeria Ltd.	198,245.00	24/06/24	IGF	01/07/24	29/09/24	197,501.00	744.00	100		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement
	Gravel Spot Improvement Works On Main Adjei Kojo Road (Qtamtum Filling Station To Youngmen Junction)- Tema West Municipality	Env't Infra. and Human Settlement	Adjei Kojo Main Road (Qtamtum Filling Station To Youngmen Junction)	Ogyegyaa Co. Ltd	198,848.00	20-Jun-24	IGF	27-Jun-24	25-Sep-24	198,749.45	98.55	100		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement





Project Description		Development Dimension	Location	Contractor	Contract Sum	Date of Award	Source Of Funding	Date Started	Expected Date Of Completion	Expenditure to Date	Out Standing Balance	Implementation Status		Strategies To Improve Project Completion Rate	How Citizens were involved in monitoring of works contract	Remarks Summary on land acquisition and resettlement
Co de	Name											%	Pictures			
	Reshaping And Sectional Graveling of Coca Cola Enclave Roads - Tema West Municipality (2.00km)	Env't Infra. and Human Settlement	Coca Cola	Mcbizy Gh. Ltd	187,960.04	19-Sep-24	DACF	26-Sep-24	25-Nov-24	181,646.16	6,313.88	100		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement
	Reshaping And Sectional Graveling Of Sun City Road (1.10km)	Env't Infra. and Human Settlement	Suncity	Kykyeku Investment Ltd	189,384.10	19-Sep-24	DACF	26-Sep-24	25-Nov-24	179,322.49	10,061.61	100		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement
Street Naming and Property Addressing																
	Provision and installation of street name signs at selected junctions in com. 20-Tema West	Env't Infra. and Human Settlement	C16,17,18, 19 & Adjei Kojo	Mement Ventures	163,572.00	24/06/24	IGF	01/07/24	29/09/24	154,300.00	9,272.00	100		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement
Minor drains and culvert repairs																
	Repair of drains and cover slabs along Omanyeba road in Lashibi and Com. 18 road	Env't Infra. and Human Settlement	Omanyeba road in Lashibi and Com. 18 road	Kykyeku Investment Ltd.	183,577.00	24/06/24	IGF	01/07/24	29/09/24	182,840.00	737.00	100		Prompt payment of contractors	Regular site visits and interviews	Government lands, hence no need for resettlement

Table 2.0.2: Total number of active projects

Development Dimension	Physical projects in the district						Total
	Roll over projects from previous years			Approved new projects introduced in the year			
	2022	2023	2024	2022	2023	2024	
Economic Development	-	-	-	1	2	1	4
Social Development	-	-	-	-	-	-	0
Environment/Infrastructure/Human Settlement	3	3	2	14	13	13	48
Governance/Corruption/Public Accountability	1	1	1	-	-	-	3
Emergency	-	-	-	-	-	-	0
ICME	-	-	-	-	-	-	0
Total	4	4	3	15	15	14	55

From the above table, the Tema West Municipal Assembly for the period between 2022 to 2024, undertook 55 physical projects out of which 11 were rolled over projects. Majority (87.2%) of these projects were under the development dimension Environment/Infrastructure/Human Settlements. Eight (8) of those projects were rolled over with forty (40) of them being newly initiated within the respective years. Similarly, the economic development dimension recorded 4 new projects from 2022 to 2024 with no rolled over projects. Development demission's such as social development, Governance/Corruption/Public Accountability, Emergency and ICME did not record any implantation for the said period. It is important to state that all the rolled over projects were funded with DACF, thus, the delays and cuts in the release (refer to Table 2.3.1.1) affected the timely completion of the projects.

Table 2.0.3: Distribution of Physical projects among Departments of the Assembly

Departments	No. of projects		Total	Collaborating MDA
	Rollover	New		
Education Directorate	2	1	3	Ghana Education Service
Central Administration	1	-	1	Ministry of Local Government, Chieftaincy and Religious Affairs
Agriculture	-	-	-	N/A
Human Resources Management	-	-	-	N/A
Health	-	-	-	N/A
Works	-	-	-	N/A
Urban Roads	-	6	6	Ministry of Roads and Highways
Physical Planning	-	-	-	N/A
Finance	-	-	-	N/A
Social Welfare & Community Deve't	-	-	-	N/A
Statistics	-	-	-	N/A
Forestry	-	-	-	N/A
NADMO	-	-	-	N/A

Table 2.0.3 above depicts the distribution of physical projects among departments of the Assembly. The content analysis of the table is based on the receipt, use, ownership and management of the physical project by the department. It can be deduced from the data that the Municipal Education Directorate stood to benefit from the implementation of three (3) projects by the Assembly and its collaborative institutions two (2) of which were rolled over and 1 being a

new project. Whereas, the Municipal Education directorate recorded 3 physical Projects, Central Administration received 1 physical project from the Ministry of Local Government, Chieftaincy and Religious Affairs. The Urban roads Department who are the managers of local road infrastructure undertook six (6) new major road related projects from the District Road Improvement Project (DRIP) support.

Table 2.0.4: Project Age Analysis

Project Age	No. of Projects	Time Over runs (in years and months)	Cost overruns	Completion status		
				Average Completion Rate (%)	Highest (%)	Least (%)
Projects that are 20yrs but less than 24 years	-	-	-	-	-	-
Projects that are 11 years but less than 18 years	-	-	-	-	-	-
Projects that are 10 years but less than 11 years	-	-	-	-	-	-
Projects that are 9 years but less than 10 years	-	-	-	-	-	-
Projects that are 8 years but less than 9 years	-	-	-	-	-	-
Projects that 7years but less than 8years	-	-	-	-	-	-
Projects that 6 years but less than 7 years	1	6 years, 9 months		40%	40%	-
Projects that are 5 years but less than 6 years	2	5 years, 4 months		45%	60%	30%
Projects that are 4 years but less than 5 years	-	-	-	-	-	-
Projects that are 3 years but less than 4 years	-	-	-	-	-	-
Projects that are 2 years but less 3 years	-	-	-	-	-	-
Projects that are 1 year but less than 2 years	-	-	-	-	-	-
Projects that are 0 years but less than 1yr	-	-	-	-	-	-
Total projects	3					





The table above represents data on the analysis of the age projects in the Annual Progress Report. The Assembly has been consistent and meticulous in the implementation and completion of projects to promote the achievement of plans and to ensure value for money. It can be deduced from the records above that continuity, usability and sustainability of projects is of great priority to the Assembly. Only 1 project is recorded for projects that are 6 years but less than 7 years and 2 recorded for projects that are 5 years but less than 6 years. It is also important to indicate that the projects are all under DACF funding and two (2) of those projects were inherited from Tema Metropolitan Assembly with more than 90% outstanding payment.







Table 2.0.5: Repair and Maintenance of Existing Infrastructure



Asset/ infrastructure	Location	Type of maintenance	Estimated Cost GHc	Actual Release GHc	Gap	Expenditure GHc	Recommendation
Replacement and Repairs of Streetlight in the Municipality	Municipal wide	Repairs	192,000.00	192,000.00	-	192,000.00	600 streetlights were replaced and 1,000 repaired. More streetlights are needed to replace defective ones
Grading of selected Roads in Railway and Kasadjan Electoral Areas- TWMA	Comm. 2&3	Grading	182,325.00	182,325.00	-	177,397.50	Road maintenance under DRIP should be expanded to restore most roads
Grading and Gravel Spot improvement of selected Roads within the Municipality	Tunnel Road, Baptist Road	Grading, gravelling and spot improvement	163,620.00	163,620.00	-	163,620.00	Road maintenance under DRIP should be expanded to restore most roads
Pothole patching works on selected roads within Tema West Municipality	Baatsona, Lashibi, Sakumono	Pothole Patching	199,465.00	199,465.00	-	199,465.00	Road maintenance under DRIP should be expanded to restore most roads
Drainge Repair works along Community 16 and Klagon roads	Lashibi, Klagon	Repairs	13,975.00	13,975.00	-	13,975.00	More resource should be provided for similar activities

PROGRAMME REGISTRAR

**Table 2.0.6: Programmes/ Non-Physical Projects
Municipal Agriculture Department**


PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
								(%)	Pictures (If any)	
Organized Research-Extension-Linkage committee for 70 stakeholders	Economic Development	9,772.80	MAG	Jan, 2024	Dec, 2024	9,772.80	00.00	100		Completed
Planting for Food and Jobs: Sensitized and provided inputs on Planting for Food and Jobs.	Economic Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A	100		
Undertook home and farm visits to FBOs and other clients	Economic Development	2,345.00	MAG	Jan, 2024	Dec, 2024	2,345.00	00.00	100		Completed
Animal health and husbandry practices: vaccination and prophylactic treatment of farm Animals and pets	Economic Development	3,100.00	GOG	Jan, 2024	Dec, 2024	00.00	3,100.00	100		Completed


PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
								(%)	Pictures (If any)	
Zonal Demonstration on utilization of local foods and value addition	Economic Development	5,732.56	GOG	Jan, 2024	Dec, 2024	5,732.56	00.00	100		Completed
Conducted 4 demonstration on good agriculture practices and improved technologies	Economic Development	2,000.00	GOG	Jan, 2024	Dec, 2024	2,000.00	00.00	100		Completed
Train 20 Farmers on proper Land preparation	Economic Development	1,500.00	GOG	Jan, 2024	Dec, 2024	1,500.00	00.00	100		Completed
Subscribed to web based monitoring & Evaluation reports	Economic Development	2,345.00	GOG	Jan, 2024	Dec, 2024	2,345.00	00.00	100		Completed
Organized 4 farmer fields day on best practices in crop production.	Economic Development	10,675.50	IGF	Jan, 2024	Dec, 2024	10,675.50	00.00	100		Completed
Provided technical backstopping to catfish farmers to enhance the quality and yield of their harvests.	Economic Development	4,100.00	GOG	Jan, 2024	Dec, 2024	4,100.00	00.00	100		Completed

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
								(%)	Pictures (If any)	
Organized demonstration on Post-Harvest Management	Economic Development	3,300.00	GOG	Jan, 2024	Dec, 2024	3,300.00	00.00	100		Completed
Organized Farmers 40 th Day Celebration	Economic Development	90,000.00	IGF/Donors	08/11/2024	08/11/2024	60,000.00	30,000.00	100		Completed
Tourism										
Organize awareness on tourism and culture	Economic Development	6,500.00	IGF	Jul, 2024	Jul,2024	6,500.00	00.00	100		Completed
Support and promote traditional festival celebration	Economic Development	20,000.00	IGF	June, 2024	Aug, 2024	20,000.00	00.00	100		Completed
Education										
Training on Play-based teaching Methods	Social Development	14,200	GOG	Jan, 2024	Dec, 2024	14,200	00.00	100		Completed
Collaborated with NCCE to organize quiz competition for all JHS students in both public and private schools	Social Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed



PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
								(%)	Pictures (If any)	
Celebrated Global Hand Washing Day by sensitizing all learners on the proper way to wash the hands	Social Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed
Monitor Mock exams for all BECE Candidates in the public schools	Social Development	3,750	IGF	Jan, 2024	Dec, 2024	3,750	00.00	100		Completed
Organized SHEP Activities	Social Development	7,640	IGF/GOG	Jan, 2024	Dec, 2024	7,640	00.00	100		Completed
Trained teachers on National Standard Test (NST)	Social Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	00.00	100		Completed
Health										
Build capacity of CHOs to accurately document home visit activities in the home visiting book.	Social Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed
No. of children under 2 weighed during the year	Social Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed
No. of children under 5 yrs in intervention communities registered	Social Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed
No. of pregnant women registered	Social Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed
No. of pregnant women in intervention areas receiving at least 4	Social Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed



PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUT STANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
								(%)	Pictures (If any)	
quality ANC service who delivered in health facility										
No. of mothers and neonate receiving at least 2 PNC visits of which the 1 st should be within 48 hrs and the 2 nd by the end of the 7 th day after delivery	Social Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed
No. of mothers who had steel birth in the intervention areas and received at least postnatal visit within 48 hours	Social Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed
Family Planning activities	Social Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed
Expanded programme on immunization	Social Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed
Onsite training on the basic sets of IPC guidelines at health facilities	Social Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed
Trained Private Health Facilities within the Tema West Municipality on DHIMS2 and Data entry and management.	Social Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed
Sensitization and testing of HIV for	Social Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed



PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
								(%)	Pictures (If any)	
pregnant women within the Municipality										
Environmental Health										
Conduct premises inspection to detect nuisances and facilitate the abatement. Routine visitations of all types of premises. Court action taken against defaulters of sanitation bye-laws and to ensure protection and standard enforcement. Notebooks and pens were used to collect the field data.	Social Development	5,500.00	GOG	Jan, 2024	Dec, 2024	5,500.00	00.00	100		Completed
Cleansing of Lorry parks, Streets, Markets and Drains at CBDs. These were done to ensure public place cleaned daily. Supervising, Monitoring and ensuring thorough work was done by Service Providers.	Social Development	150,000.00	GOG/IGF	Jan, 2024	Dec, 2024	150,000.00		100		Completed
Prosecute Sanitary offenders	Social Development	25,000.00	IGF	Jan, 2024	Dec, 2024	25,000.00	00.00	100		Completed




PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
								(%)	Pictures (If any)	
Arrest of Stray Animals	Social Development	3,000.00	IGF	Jan, 2024	Dec, 2024	3,000.00	00.00	100		Completed
Pest and vector control COVID-19 control (Fumigation)	Social Development	50,000.00	GOG/IGF	Jan, 2024	Dec, 2024	50,000.00	00.00	100		Completed
Food handlers/vendors and catrers for school feeding within the municipality were taken through medical examination and were certified before handling food for public consumption.	Social Development	5,500.00	IGF	Jan, 2024	Dec, 2024	5,500.00	00.00	100		Completed
Food handlers/vendors and catrers for school feeding within the municipality were trained on food hygiene, personal hygiene, nutrition, food quality and safety	Social Development	10,000.00	GOG	Jan, 2024	Dec, 2024	10,000.00	00.00	100		Completed
Inspection of food preparing and serving premises.	Social Development	3,500.00	IGF	Jan, 2024	Dec, 2024	3,500.00	00.00	100		Completed






PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
								(%)	Pictures (If any)	
Issuance of Environmental Sanitation Permits to trade premises occupation and businesses.										
Conduct inspection visits to schools and carry out hygiene and sanitation education as well as COVID 19 sensitization	Social Development	6,500.00	IGF	Jan, 2024	Dec, 2024	6,500.00	00.00	100		Completed
Solid waste management Monitoring and Maintenance of Communal Container sites	Social Development	130,000.00	GOG	Jan, 2024	Dec, 2024	130,000.00	00.00	100		Completed
Evacuation of unauthorized heap of refuse										Completed
House to house Refuse Collection										Completed
Operation Clean Your Frontage										Completed


PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
								(%)	Pictures (If any)	
Pauper burial	Social Development	12,000.00	IGF	Jan, 2024	Dec, 2024	12,000.00	00.00	100		Completed
Tree Planting at the Ramsar Site (Ghana goes Green)	Social Development	19,000.00	IGF/GOG	Jan, 2024	Dec, 2024	19,000.00	00.00	100		Completed
Noise and Air Pollution Control	Social Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed
Liquid waste management	Social Development	15,000.00	GOG	Jan, 2024	Dec, 2024	15,000.00	00.00	100		Completed
Promotion of the construction of household toilets										
Replacement of outdated sewer pipes										Completed
Routine maintenance of blockage										Completed
Monitoring of the dislodging of liquid waste by cesspit operators									Completed	
Social Welfare										
Received and processed 23 missing and abandoned	Social Development (child welfare)	N/A	N/A	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
								(%)	Pictures (If any)	
children, an elderly woman and a mentally challenged woman with a 5 month old baby within the year										
Adjudicate /Arbitrate cases relating to Child / Family Welfare/ Gender based violence - 140 cases were filed for arbitration for the Year	Social Development	N/A	N/A	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed
Identification, registration, monitoring, supervision, sensitization and training of Daycares	Social Development	N/A	N/A	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed
25 New applications for disability were processed for disbursement of the 3% Common Fund	Social Development	58,500.00	GOG	Jan, 2024	Dec, 2024	58,500.00	00	100		Completed
Collaborated with LESFAM organize Easter Rave celebration for the vulnerable	Social Development	00.00	Donor	Jan, 2024	Dec, 2024	4,650.00	00	100		Completed


PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
								(%)	Pictures (If any)	
Facilitated the payment of LEAP	Social Development	40,000	GOG	Jan, 2024	Dec, 2024	40,000	00	100		Completed
Identification, Registration, Monitoring and Supervision of NGOs	Social Development	N/A	N/A	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed
Collaborated with some companies within the Municipality to donate food items to chilon Valentine's Day	Social Development	2,500.00	GOG	14/02/ 2024	14/02/ 2024	2,500.00	00.00	100		Completed
Collaborated with National Health Insurance Authority (NHIA) to register and renew cards for 3,788 indigenes	Social Development	N/A	N/A	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed
Group meetings to sensitize community members on Child abuse, Children living with disability, Parenting, Business certification etc.	Social Development	2,000.00	GOG	Jan, 2024	Dec, 2024	2,000.00	00.00	100		Completed

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
								(%)	Pictures (If any)	
Training of forty-two (42) adolescents in the production of Sobolo, Soya Khebab, Soya Milk and Liquid Soap. This was undertaken in collaboration with the Adolescent centre at the Tema Polyclinic	Social Development	6,000.00	IGF	05/03/2024	05/03/2024	6,000.00	00.00	100		Completed
Collaborated with some organizations within the Municipality to donate food items and other necessities to children with disability during Christmas	Social Development	00	Donor	Jan, 2024	Dec, 2024	00.00	2,100.00	100		Completed
Collaborated with WILPF and DOVVSU to organize school Socialization	Social Development	1,500.00	N/A	Jan, 2024	Dec, 2024	00.00	00.00	100		Completed
Organized sensitization of PWDs on Common Fund Allocation, Entrepreneurship and commercial places for PWDs	Social Development	3,000.00	GOG	Jan, 2024	Dec, 2024	1,500.00	00.00	100		Completed

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
								(%)	Pictures (If any)	
Organized Menstrual Hygiene Day	Social Development	1,500.00	GOG	Jan, 2024	Dec, 2024	1,500.00	00.00	100		Completed
The Assembly facilitated the employment of 2 PWDs at MTN- Tema branch	Social Development	00.00	N/A	Jan, 2024	Dec, 2024	00.00	00.00	100		Completed
NADMO										
Organize clean up exercise under climate change project	Env't Infrastructure & Human Settlement	7,500.00	IGF	Jan, 2024	Dec, 2024	7,500.00	00	100		Completed
Organized dredging in flood prone areas	Env't Infrastructure & Human Settlement	N/A	GOG	Jan, 2024	Dec, 2024	N/A	00	100		Completed
Organized a sensitization on early flood warning	Social Development	8,200.00	GOG	Jan, 2024	Dec, 2024	8,200.00	00	100		Completed
Conducted periodic monitoring on man-made hazards	Env't Infrastructure & Human Settlement	5,800.00	GOG	Jan, 2024	Dec, 2024	5,800.00	00	100		Completed
Organized Beach Safety sensitization and Drown Prevention at the Beaches	Env't Infrastructure & Human Settlement	5,400.00	GOG	Jan, 2024	Dec, 2024	5,400.00	00	100		Completed

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
								(%)	Pictures (If any)	
Sensitization of the Disaster Volunteer Groups (DVGs)	Env't Infrastructure & Human Settlement	9,200.00	IGF	Jan, 2024	Dec, 2024	9,200.007,5	00	100		Completed
NCCE										
Child protection, national Cohesion and peaceful coexistence Sensitizations and others programme on Obonu FM/TV	Social Development	00.00	GOG	Jan, 2024	Dec, 2024	Jan, 2024	00	100		Completed
Organized sensitization programmes on COVID 19 protocols and vaccination within the Municipality	Social Development	8,700.00	GOG	Jan, 2024	Dec, 2024	Jan, 2024	00	100		Completed
Sensitization on peaceful Coexistence and National Cohesion	Social Development	4,000.00	GOG	Jan, 2024	Dec, 2024	Jan, 2024	00	100		Completed
Child Protection Issues	Social Development	4,000.00	GOG	Jan, 2024	Dec, 2024	4,000.00	00	100		Completed

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
								(%)	Pictures (If any)	
National Values	Social Development	3,800.00	GOG	Jan, 2024	Dec, 2024	3,800.00	00	100		Completed
Environmental and Good Governance	Social Development	5,000.00	GOG	Jan, 2024	Dec, 2024	5,000.00	00	100		Completed
Violent Extremism	Social Development	7,700.00	GOG	Jan, 2024	Dec, 2024	7,700.00	00	100		Completed
Sensitization on the General Election	Social Development	5,600.00	GOG	Jan, 2024	Dec, 2024	5,600.00	00	100		Completed
Citizenship Week	Social Development	7,000.00	GOG	Jan, 2024	Dec, 2024	7,700.00	00	100		Completed
Constitution Week	Social Development	7,700.00	GOG	Jan, 2024	Dec, 2024	7,700.00	00	100		Completed
Anti-rabies campaign	Social Development	5,700.00	GOG	Jan, 2024	Dec, 2024	7,700.00	00	100		Completed

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
								(%)	Pictures (If any)	
Sensitization on the fundamental human rights	Social Development	7,200.00	GOG	Jan, 2024	Dec, 2024	7,700.00	00	100		Completed
Physical Planning										
Organized 12 Technical Planning meetings	Env't Infrastructure & Human Settlement	12,020.00	IGF	Jan, 2024	Dec, 2024	12,020.00	00.00	100		Completed
Organized 12 Spatial planning meetings	Env't Infrastructure & Human Settlement	18,400.00	IGF	Jan, 2024	Dec, 2024	18,400.00	00.00	100		Completed
Street Naming and Property Addressing	Env't Infrastructure & Human Settlement	50,000.00	GOG	Jan, 2024	Dec, 2024	50,000.00	00.00	100		Completed
Processed Development Applications received from both acquisition and non-acquisition areas	Env't Infrastructure & Human Settlement	500 Received from developers	N/A	Jan, 2024	Dec, 2024	00.00	00.00	100		Completed
Acquired EPA permits for Assembly's projects	Env't Infrastructure & Human Settlement	17,550.00	IGF	Jan, 2024	Dec, 2024	00.00	00.00	100		Completed
Budget										
Approve and gazette 2024 Fee-Fixing and Rate Imposition Resolutions by the Assembly and	Governance, corruption and Public Accountability	25,000.00	GOG	Oct, 2024	Nov, 2024	15,000.00	10,000.00	100		Completed

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
								(%)	Pictures (If any)	
distribute to Revenue Offices										
Organize joint stakeholder Mid-year Review meetings for Year 2024 Action Plan and Budget (SOEs, Dept./Units, public corp, etc.) and Planning for year 2025 to ensure coordinated development	Governance, corruption and Public Accountability	21,000.00	IGF	June 2024	June, 2024	21,000.00	00.00	100		Completed
Prepare 2024 revised composite Budget and 2025 composite Budget	Governance, corruption and Public Accountability	33,000.00	GOG	June, 2024	Aug, 2024	18,000.00	15,000.00	100		Completed
Prepare fee-fixing resolution in consultation with major rate payers in the Municipality	Governance, Corruption and Public Accountability	10,000.00	GOG	June, 2024	Aug, 2024	00.00	10,000.00	100		Completed
Finance										
Trained collectors on efficient revenue collection methods	Governance, Corruption and Public Accountability	5,500.00	GOG	Jan, 2024	Dec, 2024	00.00	5,500.00	100		Completed
Printed bills for distribution	Governance, Corruption and Public Accountability	14,950.00	GOG	Jan, 2024	March, 2024	14,950.00	00.00	100		Completed
Revenue mobilization	Governance, Corruption and	64,000.00	GOG	Jan, 2024	Dec, 2024	64,000.00	00.00	100		Completed

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
								(%)	Pictures (If any)	
	Public Accountability									
Prepared and submitted 12 monthly and annual financial reports to the Ministry of Finance	Governance, Corruption and Public Accountability	00.00	GOG	Jan, 2024	Dec, 2024	00.00	00.00	100		Completed
Organized a Taskforce for Revenue Mobilization	Governance, Corruption and Public Accountability	00.00	GOG	Jan, 2024	Dec, 2024	00.00	00.00	100%		Completed
Sensitization on payment property rate	Governance, Corruption and Public Accountability	2,500.00	IGF	Jan, 2024	Dec, 2024	2,500.00	00.00	100		Completed
Human Resources										
Sensitization on Local Governance Act, 2016 (Acts 936), LGS Protocols and Assembly's Bye Laws	Governance, corruption and Public Accountability	3,000.00	IGF	Jan, 2024	Dec, 2024	3,000.00	00.00	100		Completed
Training on post training impact assessment and report preparation	Governance, corruption and Public Accountability	8,510.00	IGF	Jan, 2024	Dec, 2024	8,510.00	00.00	100		Completed
Sensitize staff on LGS Protocols (New Records Management Procedures)	Governance, corruption and Public Accountability	00.00	IGF	Jan, 2024	Dec, 2024	00.00	00.00	100		Completed
Effective cleaning and House Keeping Techniques	Governance, corruption and Public Accountability	8,510.00	IGF	Jan, 2024	Dec, 2024	8,510.00	00.00	100		Completed

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
								(%)	Pictures (If any)	
Organize orientation for Assembly Members on local governance, their role and functions	Governance, corruption and Public Accountability	N/A	GIZ & RCC	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed
Provide training on revenue mobilization strategies	Governance, corruption and Public Accountability	00.00	IGF	Jan, 2024	Dec, 2024	00.00	00.00	100		Completed
Births and Death										
Fresh Birth Registration	Social Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed
Death Registration	Social Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed
Registration of foetal deaths	Social Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed
Sensitization of births and deaths registration in the Municipality	Social Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed
Business Advisory Centre										
Assisting GJSP grant beneficiaries to sign grant agreements	Economic Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed
Assisting GJSP grant beneficiaries to write acknowledgment letters upon receipt of funds	Economic Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed
Client visits for Enterprise Development Project	Economic Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed

PROGRAMME DESCRIPTION	DEVELOPMENT DIMENSION OF POLICY FRAMEWORK	AMOUNT INVOLVED SUM GH¢	SOURCE OF FUNDING	DATE STARTED	EXPECTED DATE OF COMPLETION	EXPENDITURE TO DATE	OUTSTANDING BALANCE	IMPLEMENTATION STATUS		REMARKS
								(%)	Pictures (If any)	
with Kaize (access to market/ access to finance)										
Sensitization on the BizBox project	Economic Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed
BizBox Entrepreneurship, Mindset shift training and orientation on the Bizbox project	Economic Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed
GJSP 2 nd phase basic, intermediate and advance training organized	Economic Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed
Bizbox ‘Start Your Business and Grow Your Business’ Training organized	Economic Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A	100		Completed
Organized graduation and Presentation of certificates and start-up kits to BizBox participants	Economic Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A			Completed
Registration of Bizbox applicants for NVTI Proficiency Examination	Economic Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A			Completed
Assist MSMEs to access FDA Certification	Economic Development	N/A	GOG	Jan, 2024	Dec, 2024	N/A	N/A			Completed

2.3 Update on Disbursements from Funding Sources

2.3.1 Update on Funding Sources

The revenue performance of Tema West Municipality saw significant growth, with total estimated revenue rising from **GHS 25.88 million in 2023** to **GHS 37.22 million in 2024**, a **43.8%** increase. Actual revenue collection improved from **GHS 21.05 million in 2023** to **GHS 32.51 million in 2024**, driven largely by a 39% rise in Internally Generated Funds (IGF). The District Assembly Common Fund (DACF) showed modest recovery, while the MP's Common Fund surged by 249%, enhancing local development interventions. The significant increase in the MP Fund was due to Government releases for the District Road Improvement project (DRIP) within the 3rd and 4th quarter. The revenue expansion presents opportunities for infrastructure development, improved service delivery, and economic growth, but sustaining this momentum will require fiscal discipline, strategic investment, and diversification of revenue sources.

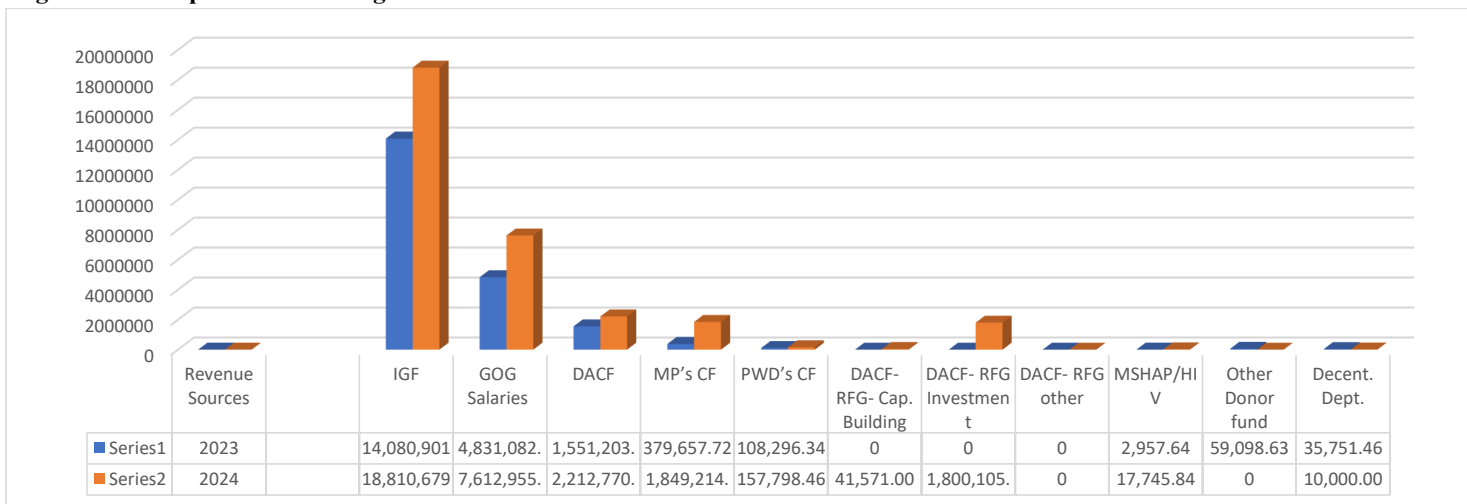
Table 2.3.1.1 presents a detailed analysis of the funding sources of the Municipal Assembly

Table 2.3.1.1 Update on Funding Sources (GHs)

Revenue Sources	Estimates				Performance			
	2021	2022	2023	2024	2021	2022	2023	2024
IGF	8,901,995.96	11,557,285.76	14,603,700.79	20,281,226.28	8,770,859.47	11,708,143.02	14,080,901.30	18,810,679.44
GOG Salaries	5,222,923.96	3,562,000.00	5,087,526.53	7,702,018.00	3,368,408.60	3,920,788.85	4,831,082.67	7,612,955.02
DACF	6,285,770.31	7,017,360.29	3,922,482.82	4,543,344.66	1,030,432.22	2,234,004.88	1,551,203.53	2,212,770.02
MP's CF	500,000.00	565,000.00	680,000.00	2,376,000.00	00.00	1,536,966.11	379,657.72	1,849,214.41
PWD's CF	249,280.00	232,000.00	148,482.17	282,682.18	61,676.26	137,962.84	108,296.34	157,798.46
DACF- RFG- Cap. Building	54,000.00	54,378.00	54,378.00	50,000.00	48,856.00	51,659.10	00.00	41,571.00
DACF- RFG Investment	1,49,404.17	1,722,936.00	1,233,622.00	1,943,622.00	1,071,146.00	1,122,839.20	00.00	1,800,105.00
DACF- RFG other	00.00	00	00	00	10,000.00	00	00.00	00
MSHAP/HIV	50,000.00	18,500.00	18,500.00	18,500.00	2,730.13	22,068.55	2,957.64	17,745.84
Other Donor fund	69,997.72	51,326.00	59,098.63	00	44,998.86	51,326.05	59,098.63	00
Decent. Dept.	34,000.00	120,381.00	76,641.00	24,000.00	-	22,312.89	35,751.46	10,000.00
LEAP	00	00	00	00	00	00	00	00
TOTAL	22,860,372.12	24,901,167.05	25,884,431.94	37,221,392.62	14,368,607.54	20,808,071.49	21,048,949.29	32,512,839.19

Source: Annual Financial Statement, 2024- Finance Department

Figure 2.3.1.1 Update on Funding Sources -2023 vs 2024



Source: Annual Financial Statement, 2024 – Finance Department, TWMA

The revenue performance of Tema West Municipality in 2024 showed significant improvement over 2023, with total actual revenue increasing from **GHS 21.05 million** to **GHS 32.51 million**. This growth was primarily driven by a **strong performance in Internally Generated Funds (IGF)**, which rose from **GHS 14.08 million** to **GHS 18.81 million**, reflecting enhanced local revenue collection efforts. While the **District Assembly Common Fund (DACF)** showed a slight increase in 2024, its actual disbursement remained inconsistent. In 2023, only **GHS 1.55 million** was received against an estimate of **GHS 3.92 million**, and despite some recovery to **GHS 2.21 million** in 2024, the fund still fell short of projections, affecting planned development projects. In contrast, the **MP's Common Fund** saw substantial growth, increasing from **GHS 379,657** to **GHS 1.84 million**, providing greater flexibility for constituency-based initiatives especially in the road sector.

Efforts to Generate Revenue

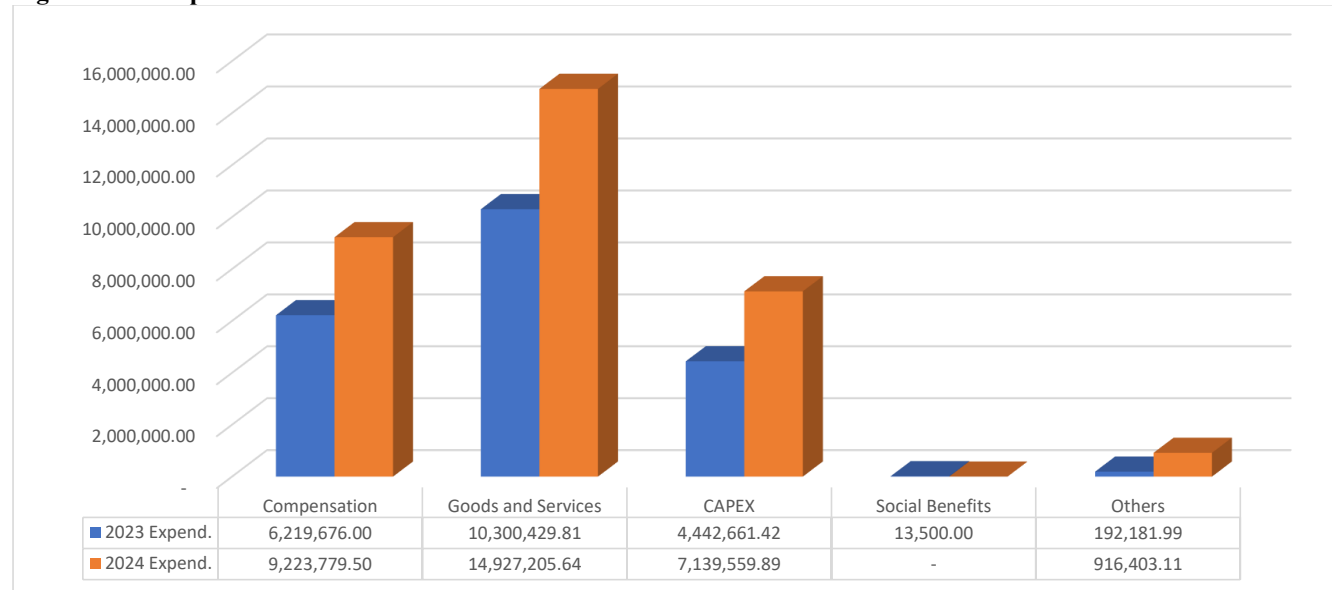
None withstanding the modest revenue improvement, the Assembly is making a lot of efforts to increase the level of revenue generation. These include the full adoption of the dLRev. Software, quarterly field audits, early distribution of bills, training of the revenue collectors quarterly and opening new pay points within distant communities.

Table 2.3.1.2 Update on Disbursement of Funds (GHs) 2022-2025

Budget Items	2021			2022			2023			2024		
	Approved	Released	Expenditure	Approved	Released	Expenditure	Approved	Released	Expenditure	Approved	Released	Expenditure
Compensation	4,285,514.32	4,429,030.67	4,429,030.67	4,895,918.00	5,051,752.28	5,051,752.28	6,499,626.53	6,219,676.00	6,219,676.00	9,324,824.48	9,223,779.50	9,223,779.50
Goods and Services	10,039,107.02	7,673,745.70	7,503,210.00	12,027,367.87	10,034,798.40	10,034,798.40	11,845,323	10,313,138.09	10,506,111.8	17,432,048.80	15,843,608.75	15,843,608.75
CAPEX	6,535,750.78	2,812,693.72	2,812,693.72	6,472,073.09	5,149,882.56	5,149,882.56	7,794,065.82	4,617,534.32	4,442,661.42	10,464,501.34	7,139,559.89	7,139,559.89
Total	20,860,372.12	14,915,470.09	14,915,470.09	23,395,358.96	20,236,433.24	20,236,433.24	26,139,015.35	21,150,348.41	21,168,449.22	37,221,374.62	32,206,948.14	32,206,948.14

Source: Annual Financial Statement, 2024- Finance Department

Figure 2.3.1.2 Update on Disbursement of Funds - 2023 Vs 2024



Source: Monthly Financial Statement (December), 2024– Finance Department, TWMA

Figure 2.3.1.2 shows the expenditure trends between 2023 and 2024 with a significant increase across all major budget categories except social benefits. The total expenditure rose from **GH¢ 21,168,449.22 in 2023** to **GH¢ 32,206,948.14 in 2024**, marking a **52.2% increase**. This sharp rise suggests a significant expansion in government spending, potentially driven by inflation, new developmental initiatives, and increased service delivery demands.

Compensation, which includes salaries and wages, grew from **GH¢ 6,219,676.00 in 2023** to **GH¢ 9,223,779.50 in 2024**, reflecting a **48.3% increase**. This indicates salary adjustments, the hiring of additional personnel, and promotions within the staff. The increase in compensation tells that, the Assembly is focused on strengthening human resources, to improve service delivery and administrative efficiency.

Goods and Services, covering operational expenses, also saw a substantial rise from **GH¢ 10,300,429.81 in 2023** to **GH¢ 14,927,205.64 in 2024**, which represents a **44.9% increase**. This increase could be attributed to rising costs of service provision and inflationary pressures. The sharp growth in this category highlights the need for careful expenditure management to ensure that the rising costs translate into enhanced service delivery.

Capital Expenditure (CAPEX), which is essential for infrastructure development, increased significantly from **GH¢ 4,442,661.42 in 2023** to **GH¢ 7,139,559.89 in 2024**, showing a **60.7% growth**. This increase shows a heightened investment in infrastructure, such as roads, and other developmental projects.

The category labeled as "Others" saw an extraordinary increase from **GH¢ 192,181.99 in 2023** to **GH¢ 916,403.11 in 2024**, reflecting a **376.9% surge**. This substantial growth suggests a rise in miscellaneous expenses, which could include legal fees, emergency expenditures, and unforeseen administrative costs.

Overall, the data indicates an aggressive expansion in government expenditure, primarily driven by increased spending on salaries, services, and infrastructure. While these investments are crucial for development, the rapid growth raises concern about the sustainability of such expenditure levels. A closer evaluation of cost-efficiency, particularly in operational and miscellaneous spending, may be necessary to ensure that financial

resources are being utilized effectively. The elimination of social benefits also warrants further consideration, as it may have implications for the welfare of disadvantaged groups within the municipality.

2.3.2 Challenges with Disbursement of funds

As earlier noted, inadequate data on properties and businesses in the Municipality makes it difficult in setting realistic target for revenue generation internally.

Table 2.3.1.3 MMDAs Capex Analysis, 2024

Proposal		Release	Expenditure	Variations			Recommendations
Unconstrained Capex- plan (A)	Constrained Capex-budget (B)	(C)	(D)	(A-B)	(B-C)	C-D	
9,351,958.57	7,853,515.88	7,539,481.82	7,139,559.89	1,498,442.69	314,034.06	399,921.93	Funds released but not spent were funds for retention for completed projects

As indicated in Table 2.3.1.3, the Municipal Assembly with its ceiling budgeted GHc7,853,515.88 for capital projects out of total project cost of GHc9,351,958.57 for the year 2024. However, only GHc7,539,481.82 was realized from all source of funds for capital expenditure. For year 2024, GHc7,139,559.89 was spent on capital projects of the District leaving a difference of GHc399,921.93 which were funds to complete on-going projects or retention for completed projects. The variance between constrained budget and the actual releases was GHc314,034.06. This was due to shortfall in DACF and IGF expected to be received from government and private sector during the year. It is worth mentioning that the variance was marginal (3.9%). Consequently, the District continues to exploring alternative fundings for capital projects to reduce reliance on Government transfers.

Regarding on-going capital projects as shown in Table 2.3.1.4, the Municipal Assembly inherited 3 projects out of 6 projects from Tema Metropolitan Assembly after being carved out. Major cause for these delayed projects was inadequate DACF (being their source of funding). Hence, these projects have been rolled over to 2024 and 2025 with funding from IGF. With continues improvement in IGF mobilization (more than 20%) over the period, the District is expected to complete its legacy projects by the end of 2025. In addition, the District, as a strategy, intends to complete all on-going capital projects before initiating new projects. This accounts for the reason why the Strategic District Annual Action Plans were revised mid-year based on the financial inflows of the Municipal Assembly to determine whether yet-to-start planned projects could be undertaken.

Table 2.3.1.4: CAPEX Budget Allocation and Implementation for Ongoing Projects

Multi-Year CAPEX throw forward			MTBF Envelope		Performance		Details on Capital Projects 2023									
Total Medium-Term Plan Estimate (plan)	Annual Estimate (plan)	Annual Estimate (plan)	Annual Ceilings		Approved / Released	Expenditure	Code	Name of project	Age	Original Cost	Revised cost	Expenditure to date	Completion status %	Time overruns	Cost overruns	Land acquisition and resettlement
2022-2025	2025	2024	2025	2024	2024	2024										
18,856,116.08	2,677,525.16	2,810,128.4	2,368,462.44	2,013,193.07	7,139,559.89	7,139,559.89		Construction of Sandcrete Block Fence Wall for T.W.M.A Kotobabi, Complex, Old Lashibi1,2 & 3 JHS and Baatsona School Complex.	7 years	569,309.89	569,309.8	281,656.1	90%	5	-	Existing Government Land
								Completion 2 storey 12-unit classroom block at Lashibi school complex	5 years	2,285,364.45	2,285,364.45	361,430.64	31%	4	-	Existing Government Land
								Construction of Sandcrete Block Fence Wall at Sakumono TWMA Prim & JHS	5 years	457,358.06	457,358.06	285,246.90	75%	4	-	Existing Government Land
								Construction of 1No. 2-Storey Boys Dormitory Community 14 (E-Block)	5 years	1,408,669.20	1,408,669.20	-	30%	4	-	Existing Government Land

2.4 Update on Indicators and Targets

2.4.1 National 25 Core Indicators and Targets

The assessment of progress of implementation of the 2023 Annual Action Plan and the MTDP of the Assembly are based on the analysis of indicator achievements as well as the progress made in implementing programmes and projects outlined in the plan.

There are both national (core) and municipal specific set indicators which includes Integrated Social Services, which are tracked to measure the performance during monitoring and evaluation exercises. Table 2.4.1 presents the details of the indicator levels for the year under review (2024),

In summary, most of the indicators performed well in the period under review. A detailed analysis of the performance under various sectors has been presented below.

2.3.1 Economic Development

Consistently, economic development indicators have improved since 2024 in the municipality. Under Agric productivity, Farmers adapted to climate challenges by adopting irrigation systems, though this increased operational costs. Training in climate-smart agriculture and conservation practices has shown promise in enhancing productivity and resilience. Digital platforms like GhAAP improved farmer registration but faced technical issues that need addressing for better efficiency.

Programs like PFJ 2.0 have provided subsidized inputs, though seed quality and input costs remain concerns. Post-harvest loss reduction efforts and aquaculture initiatives have made progress, but better oversight is needed. Overall, strategic investments in infrastructure, human resources, and policy interventions are essential to build on these achievements.

The results contribute significantly to the attainment of SDG 2 target 2.4 that seeks to ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production.

Collaborations with MoFA and the Fisheries Commission were successful, but further strengthening these partnerships is necessary. The municipality continues to face human resource shortages, requiring recruitment of both young and experienced staff. Rapid urbanization threatens agricultural land, making zoning policies crucial.

Animal production recorded a boost in their production as a result of the successful vaccination programme for some livestock such as poultry and piggery as well as an exercise undertaken by the Agric Directorate to promote active and passive disease surveillance.

In line with the overall national development agenda to create jobs for the people and the bid to achieve SDG8 target 8.6, the Social Welfare and Community Development and the Agriculture Department with the support from the Business Advisory Centre trained more than 500 entrepreneurs and gave them business counselling on business development. 13 people were assisted to get grants from the 'Ghana Jobs and Skills Project' to expand their businesses. This coupled with the incentives under the government's ID1F initiative account for the improvement in economic development of the municipality with a rippling effect on the number of new jobs created.

2.3.2 Social Development

To enhance inclusive and equitable access to, and participation in quality education at all levels, the Education Directorate of the Municipal Assembly outlined a number of programmes that sought to improve social development.

The net enrolment ratio for kindergarten increased from 84% in 2023 to 84.1% in 2024 and the ratio for Primary also improved from 94.4% (2023) to 98.2% in 2024, whilst the JHS increased from 97.4% to 99.9% which is attributable to major infrastructure development at the JHS in the municipality. The Assembly will however embark on an intensive enrolment drive and infrastructure development at the KG and Primary schools to ensure the situation improves. The percentage of total girls' enrolment at the basic schools increased in 2024. This was an improvement compared to the 2023 rate. This improvement could be attributed to the Assembly as part of promoting girl child education is provided gender sensitive-facilities such as girl's changing room in most public schools. The completion rate increased in 2024 since 2021 at all level of last grade although the municipality couldn't achieve 100% completion. The Assembly led by the Education Directorate continue to encourage pupils to stay in class through counselling programmes.

Under Health, there were some upgrades to the existing health facilities in the municipality. Maternal mortality rate and malaria fatality cases recorded decreased since 2021 to 2024 as a result of the Health Directorate frequent outreaches to the communities to provide anti-natal care. Maternal mortality decreased from (2021) 94.21% to (2022) 90.87%, (2023) 49.14% and

(2024) 40% respectively. Improved sanitation, personal hygiene education and the Assembly's effort to clean public spaces especially desilt chocked gutters contributed towards attainment of SDG3 target 3.2.

The proportion of population with valid National Health Insurance has increased since 2022 among the males but declined among the females, though the targets were not met. It is anticipated that more people will be encouraged to renew their NHIS cards using the electronic renewal medium. The municipality registered a lower number of births in 2024 (1,426) than in 2023 where 1,758 births were recorded. The Municipality therefore would intensify sensitization and education campaign on birth registration in addition to establishing more birth registration desks at some health facilities.

Percentage of population with sustainable access to safe drinking water sources in the municipality is universal since 2021 as a result of regular repairs and maintenance of water facilities by the GWCL. With regards to proportion of population with access to improved sanitation services, there has been consistent improvement in the municipality due to intensification of public education on household sanitary facilities. This effort is a good step towards the attainment of SDG6 target 6.2 that seeks to "achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations by 2030".

Again, efforts in child rights protection (SDG 16), justice administration (SDG 5, SDG 10), and community care (SDG 1, SDG 3) have bolstered institutional frameworks and support for vulnerable populations. Key interventions included daycare monitoring, resolving family disputes, providing shelter for abandoned children, and enhancing hospital welfare services, directly contributing to SDG 3 (Good Health and Well-being) and SDG 4 (Quality Education).

Community initiatives such as PWD registration, LEAP implementation, and NGO oversight further address SDG 1 (No Poverty) and SDG 10 (Reduced Inequalities). Skills training and income-generating activities empower marginalized groups, promoting SDG 8 (Decent Work and Economic Growth). Collaborative engagements with health institutions, NGOs, and local authorities have strengthened social cohesion and policy implementation, supporting SDG 17 (Partnerships for the Goals).

2.3.3 Environment, Infrastructure and Human Settlements

Under the roads sector, there has been much improvement in the percentage of total road network in good condition in the municipality since 2021. There was an increase from 68% in 2023 to 73% in 2024 as most of the Assembly's CAPEX (almost 65%) was on roads and drains infrastructure. The effectiveness of the road sector has a ripple effect on other sectors especially industry and service sub-sectors, hence the Assembly's ability to fully and effectively achieve all development objectives. As the Municipal Assembly strives to achieve the national agenda to improve efficiency and effectiveness of road transport infrastructure and services, road maintenance would continue to be prioritized.

The Municipality boast of universal coverage (100%) of electricity as all communities are connected to the national grid. In 2024, 155 households which applied, enjoyed electricity services in the municipality. This is in fulfilment of the national agenda to ensure efficient transmission and distribution system, and an effort towards attainment of SDG7 target 7.1.

Under disasters, the municipality recorded decrease in fires in 2021 to 2024. The result was due to continues public education on fire prevention and strict enforcement of Building codes of ensuring installation of fire prevention systems. Again, 2 areas were affected by flooding in the municipality due to the rise in development of unapproved structures in water ways. This led to some demolishing exercise to enforce compliance of relevant laws and regulations such as the Land Use and Spatial Planning Act, 2016 (Act 925) alongside intensify public education on development controls and land use management to avoid future occurrence.

2.3.4 Governance, Corruption and Public Accountability

As efforts to ensure good governance, public accountability, popular participation and transparency, the Municipal Assembly in 2024 organized 4 major public engagements covering stakeholders from all the zonal councils of the municipality. Two (2) Town Hall meetings were organized to brief participants on the 2024 budget and financial statement, and on various programmes and projects implemented by the Assembly. Four (4) participatory monitoring and evaluation exercises were also organized for some projects and programmes.

The Assembly as part of its effort to boost security has over the years provided both logistical and infrastructural support to the Ghana Police Service. These supports included construction of police stations, provision of furniture and computers as well as vehicles. In 2024, the

Assembly provided resources (funds or fuel) to the security service for patrol operations. The total number of reported cases of robbery significantly decreased in 2024 to 2 cases from 3 in 2023 and 3 in 2022. The Municipal Assembly will, however, continue to collaborate with the police and other law enforcement agencies to improve internal security, especially night patrols for human safety and protection. The indicators have been presented in Table 2.4.1 of this document.

Table 2.4.1 shows an update of the twenty-four (25) District Core Indicators and Targets as required by the NDPC. They have been categorised according to the development dimensions and adopted goals showing the base line figures, actuals for 2023 and targets, 2024 and 2025

Table 2.4.1 Agenda for Jobs (2022-2025) Municipal Core Indicators

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Target 2024	Actual 2024	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
	Economic Development								
1.	Total output in agricultural production	129.96	168.52	119.4	119.4	123.06	1. Training on Snail and Mushroom Production 2. Utilization of Local Foods and Value Addition 3. Utilization of Local Foods and Value Addition Biosecurity 4. Climate Smart Agriculture 5. Disposal of Agrochemical containers 6. Proper spraying regimen and Proper use of PPEs 7. Training on Agricultural Land preparation (tractor operation)	1. Lack of Veterinary Clinic for the Veterinary Staff 2. Fast rate of losing Farm Lands for development purposes (Estate developers, squatters and disposal of waste) 3. Non release of funds to implement planned activities	1. Appropriate Office Space or Container should be provided for Veterinary Clinic in the Municipality. 2. Policy makers should demarcate lands for Agriculture purposes 3. Funds should be released to enable the department implement its planned activities.
	i. Maize	N/A	N/A	N/A	N/A	N/A			
	ii. Rice (milled),	N/A	N/A	N/A	N/A	N/A			
	iii. Millet	N/A	N/A	N/A	N/A	N/A			
	iv. Sorghum	N/A	N/A	N/A	N/A	N/A			
	v. Cassava	N/A	N/A	N/A	N/A	N/A			
	vi. Yam	N/A	N/A	N/A	N/A	N/A			
	vii. Cocoyam	N/A	N/A	N/A	N/A	N/A			
	viii. Plantain	N/A	N/A	N/A	N/A	N/A			
	ix. Groundnut	N/A	N/A	N/A	N/A	N/A			
	x. Cowpea	N/A	N/A	N/A	N/A	N/A			
	xi. Soybean	N/A	N/A	N/A	N/A	N/A			
	xii. Cocoa	N/A	N/A	N/A	N/A	N/A			
	xiii. Shea nut	N/A	N/A	N/A	N/A	N/A			
	xiv. Oil palm	N/A	N/A	N/A	N/A	N/A			
	xv. Cashew nut	N/A	N/A	N/A	N/A	N/A			
	xvi. Cotton	321	685	312	312	279			
	xvii. Cattle	536	619	534	534	475			
	xviii. Sheep	738	875	607	607	672			
	xix. Goat	1,432	143	235	235	223			
	xx. Pig	1,995	9,854	9,957	9,957	9,557			
	xxi. Poultry								

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Target 2024	Actual 2024	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
2.	Average productivity of selected crop (mt/ha):	1.8mt/ha	2.1mt/ha	2.0mt/ha	2.0/ha	2.1mt/ha			
3.	Percentage of arable land under cultivation	15%	12.5%	12%	12%	10.5%	Sensitize Land owners on the advantages of agriculture and enforce land use bye-laws	Treat of urbanisation. Low political will	Promotion of container gardening by the Agriculture Department
4.	Number of new industries established i. Agriculture, ii. Industry, iii. Service	1	1	1	0	2	Support local farmers and SMEs with equipment	Land litigation and continues loss of land to real estate due to urbanisation	1. Promotion of container gardening. 2. Skills training programmes. 3. Sensitisation of land owners
		2	5	6	10				
		5	6	7	10				
5.	Number of new jobs created iv. Agriculture v. Industry vi. Service	20	50	124	100	51	1. Sensitized and provided inputs on Planting for Food and Jobs. 2. Training of forty-two (42) adolescents in the production of Sobolo, Soya Khebab,	Poor attitude by the youth towards agriculture	The PFJ, PERD, RFJ should be expanded
		20	650	640	500				
		N/A	200	750	500				

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Target 2024	Actual 2024	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
							Soya Milk and Liquid Soap.		
6	Percentage change in IGF	35%	67%	20%	30%	34%	<ol style="list-style-type: none"> 1. Organized revenue clinics within the communities 2. updated data on properties and billboards 3. trained revenue collectors 	<p>Inadequate data and revenue collectors.</p> <p>High rate-payers apathy</p>	<p>Community education of rate paying</p> <p>Regular data update and revenue digitization</p>
	Social Development								
7	Net enrolment ratio	133.5%	76.4%	84%	90%	87.1%	Provide learning facilities for school levels Organize quiz competition for	Inadequate teaching and learning materials	Training on Play-based teaching Methods Promote SHEP Activities in all schools
	iii. Kindergarten	188.7%	103%	94.4	100%	98.2%			
	iv. Primary	123.7%	101.08%	97.4	100%	99.8%			
	v. JHS								
8	Gender Parity Index	1.0	0.93	0.92	1.0	0.8			

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Target 2024	Actual 2024	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
	i. Kindergarten ii. Primary iii. JHS iv. SHS	1.0 0.9 0.8	1.03 0.98 1.18	1.03 1.14 1.33	1.0 1.0 1.0	1.03 1.13 1.09	all JHS students in both public and private schools	Low ICT facilities/ logistics	Provide more education infrastructure
9	Completion rate i. Kindergarten ii. Primary iii. JHS iv. SHS	121.2% 151.5% 131.1% 35%	119.12% 125% 107.46% 38.43%	109.23% 78.86% 88.62% 29.3%	112.1% 100% 100% 55%	98.20% 95.32% 87.61%	Monitor Mock exams for all BECE Candidates in the public schools	Inadequate education facilities	Support schools with teaching and learning materials
10	Pass rate • JHS • SHS	N/A	75% 65%	70% 62%	76% 69%	Not Released to Schools yet	Trained teachers on National Standard Test (NST)		
11	Proportion of health facilities that are functional i. CHPS Compound ii. Clinic iii. Health Center iv. Polyclinic v. Hospital	80% 92% 100% 100% -	88% 94% 100% 100% 100%	95% 95% 100% 100% -	95% 95% 100% 100% -	96% 99% 100% 100% -	Construction of a health directorate for the staff of GHS Secured land for the construction of a public clinic at Adjei Kojo	High cost of land for construction. Inadequate funds for the expansion of health facilities	The Agenda 111 should be completed Government should District acquire land Banks for project development
12	Prevalence of malnutrition (institutional)	0%	0.02% 1.5%	0.01% 1.0%	0.02%	0.02%	District supported programmes of	Inadequate public health facilities	Expand immunization programme in the municipality

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Target 2024	Actual 2024	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations					
	<ul style="list-style-type: none"> •Wasting •Underweight •Stunting •Overweight 	1.1% 0.9% 0%	0.1% 0.5%	0.01% 1.55%	0.9% 0.5% 1.7%	1.4% 0.3% 1.75%	<p>the Health Directorate</p> <p>Undertook at least 2 PNC visits at the end of the 7th day after delivery</p> <p>Trained Private Health Facilities on DHIMS2 and Data entry and management.</p>	Low income of some households	<p>Intensify Family Planning programme</p> <p>Promote school feeding programme</p>					
13	Maternal mortality ratio (Institutional)	99.9	94.21	90.87	49.14	45.5								
14	Malaria case fatality (Institutional) i. District total ii. Under five years iii. Women between 15-49	15.5	36.01	27.55	23.7	17.8								
		N/A	N/A	N/A	N/A	N/A								
		N/A	N/A	N/A	N/A	N/A								
15	Proportion of population who have tested positive for covid-19	2.6%	1.3%	0.2%	0.1%	0.05%								
16	Proportion of population with valid NHIS card i. Total ii. Indigents iii. Informal iv. Aged v. Under 18years vi. Pregnant Women	M	F	M	F	M	F	M	F	<p>Support 200 PWDs to register with the NHIS</p> <p>Public education on benefit of NHIS</p>	Few health facilities administering NHIS in the district	Policy to promote all vulnerable such as the aged (including retirees) to freely benefit from NHIS.		
		46%	54%	44%	56%	45%	55%	48%	52%				55%	60%
		35%	46%	36%	45%	38%	44%	45%	47%				40%	45%
		12%	35%	50.7	31%	22%	32%	30%	40%				50%	50%
		12%	35%	50.7	31%	14%	22%	20%	25%				50%	50%
		4%	2%	3.4%	3.4%	5%	4%	10%	12%				5%	8%
		-	48%	-	32%	-	31%	-	31%				25%	31%
17	Number of births and deaths registered i. Birth (sex)	M=660	M=766	M=880	M=950	M=946	<p>Undertook public education on</p>	Reluctance by the public and some private health facilities	Digitization of birth and death registration system					
		F=642	F=696	F=878	F=850	F=886								
		Total=	Total=	Total=	Total=									
		1,280	1,462	1,758	1,800									

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Target 2024	Actual 2024	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
						Total= 1,832	birth and death registration	to register deaths	There should be a policy to mainstream birth registration in institutions
	ii. Death (sex, age group)	M=69 F=43 Total= 112	M=76 F=81 Total= 157	M=49 F=87 Total= 136	M=47 F=50 Total=97	M=80 F=86 Total=166	Establishing offices at almost all health facilities in the district		
18	Percent of population with sustainable access to safe drinking water sources¹						Collaborated with the GWCL to expand service delivery to peri-urban areas.	Inadequate service meters by GWCL Increasing cost of waste management especially operational cost	Policy to reduce service delivery time within a week after application for water services. Collaborating with private sector in waste management
	i. District	90.5%	100%	100%	100%	100%			
	ii. Urban iii. Rural	90.5%	100%	100%	100%	100%			
19	Proportion of population with access to improved sanitation services	96%	100%	99%	100%	99%	Collaborated with Zoomlion to frequently clean the CBDs		
	i. District	96%	100%	99%	100%	99%			
	ii. Urban iii. Rural								
20	Recorded cases of child abuse						1.School Socialization	1.Financial constraints	Training programmes/ Workshops/
	i) Child trafficking,	0	0	1	1	0			
	ii) child labour,	5	20	2	3	0			
	iii) sexual abuse,	0	2	0	0	0			

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Target 2024	Actual 2024	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
	iv) emotional abuse	120	70	132	120	140	2.Community Sensitization 3.In-person counselling sessions	2.Limited logistics (vehicle, office space)	Refresher courses for staff Increased budgetary allocation and logistical support
	v) neglect.	58	30	27	60	50			
	vi) early marriage	0	0	0	0	0			
	vii) female genital mutilation	0	0	0	0	0			
	viii) family-child separation	40	35	30	40	59			
21	Percentage of road network in good condition	(450km)	(450km)	(450km)	(450km)	(450km)	DRIP was implemented during the 3 rd and 4 quarter to open up most road network	Inadequate funds	Increased budgetary allocation and logistical support
	Total	43%	65%	68%	80%	65%			
	Urban	(450km)	(450km)	(450km)	(450km)	(450km)			
	Feeder	43%	65%	68%	80%	68%			
		-	-	-	-	-			
22	Percentage of communities covered by electricity						Collaborated with the ECG to expand service delivery to households and peri-urban areas.	Delays and high cost of services by ECG	Need for Policy to reduce service delivery time within a week after application for electricity services.
	• District	100%	100%	100%	100%	100%			
	• Rural								
	• Urban	100%	100%	100%	100%	100%			
23	Reported cases of crime						1. School socialization	Negative cultural perception that discourages some groups	Training programme/workshops for staff of SWCD
	i. Rape	1-Rape	11	2	0	2			
	ii. Armed robbery	2	3	3	0	2			
	iii. Defilement	2	2	2	0	1			

	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Target 2024	Actual 2024	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
	iv. Murder	0	0	0	0	0	2. Community sensitization 3. In-person counselling sessions	Limited funds for PWD and vulnerable groups affect their ability to access support services	
	v. Drug trafficking	0	0	0	0	0			
	vi. Peddling	0	0	0	0	0			
	vii. Drug abuse	10	5	6	0	10			
	viii. Domestic violence	48	45	39	49	41			
24	Number of communities affected by disaster						Organized a sensitization on early flood warning	Inadequate provision of relief items	The District NADMO office should be retooled to enable them respond to disasters promptly
	i. Bushfire (Domestic/Industrial)	5	4	3	0	2	Organized dredging in flood prone areas	Building of unauthorized structures in water ways	
	ii. Floods	1	1	2	0	3			
	iii. Wind/Rain Storm	0	0	0	0	0	Conducted periodic monitoring on man-made hazards	Lack of logistics to enforce building regulations	
25	Percentage of annual action plan implemented	98%	100%	99%	100%	92.7%	Organised quarterly MPCU meetings to monitor and evaluate Plan	In adequate logistic and funds	Intensify revenue mobilisation and efficient utilisation of resources DACF should be released timely.

2.4.2 Municipal Specific Indicators and Targets

Aside from the National Core indicators, the MTDP also has a Monitoring Results Framework to enable the Assembly track progress over the planning period. Table 2.4.2 gives an account of the performance of indicators on the Annual Action Plan 2022-2025 in TWMA below. Generally, the review has indicated a relative progression in most of the variables. The matrix shows the indicators, the baseline, and their targets.

S/N	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Target 2024	Actual 2024	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
1.	Social Development: Social Welfare and Community Services								
2.	Number of trainings conducted on ISSOPs	-	0	0	2	1	Trained 5 care givers and staff of SWCD	Inadequate funds	District to allocate more funding to the SWCD
3.	Proportion of case workers trained in child protection and family welfare	-	0	33.33%	5	5	Trained 5 care givers and staff of SWCD	Inadequate funds	District to allocate more funding to the SWCD
4.	Number of child violence cases benefitting from social welfare/social services	3	2	1	150	176	Adjudicated /Arbitrate cases relating to Child / Family Welfare/ Gender based violence - 140 cases were filed for arbitration for the Year	Inadequate fund to support victims and their families	District to allocate more funding to the SWCD
5.	Number of children reached by social work/social services	250	50	30	2000	3211	Group meetings to sensitize community members on Child	Inadequate fund to support victims Difficulty to reach out to victim's families	District to allocate more funding to the SWCD

S/N	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Target 2024	Actual 2024	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
							abuse, Children living with disability, Parenting, Business certification etc.		
6.	Number of people reached with child protection and SGBV information	500	1200	1380	1000	1163	Group meetings to sensitize community members on Child abuse, Children living with disability, Parenting, Business certification etc.	Inadequate fund to support victims Difficulty to reach out to victim's families	District to allocate more funding to the SWCD
7.	Number of LEAP household members on NHIS	150	150	150	245	240	Collaborated with National Health Insurance Authority (NHIA) to register and renew cards for 3,788 indigenes	Inadequate funds to register more LEAP households	District to allocate more funding to the SWCD
8.	Number of households with adolescent girls benefiting from LEAP	50	79	79	300	300	Collaborated with National Health Insurance Authority (NHIA) to register and renew cards for 3,788 indigenes	Inadequate funds to register more LEAP households	District to allocate more funding to the SWCD
9.	Number of outreach visits to communities with LEAP households	4	4	130	6	8	Facilitated the payment of LEAP	Lack of vehicle and inadequate funds for field visit	SWCD should be resourced through collaboration with some NGOs or private sector

S/N	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Target 2024	Actual 2024	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
10.	Number of referrals received from GHS	2	1	0	2	0	Strengthening collaborated with health workers on social services	Lack of funds to support referral cases	SWCD should be resourced through collaboration with some NGOs or private sector
11.	Proportion of referrals receiving adequate follow-up	80%	80%	80%	20	18	Strengthening collaborated with health workers on social services	Ineffective coordination by SWCD due to lack of vehicle	SWCD should be resourced through collaboration with some NGOs or private sector
12.	Number of DSWCD's that have shared their MMDA's LEAP Household data with both NHIS and GHS	1	1	1	1	1	SWCD, GHS and NHIS collaborate and shared data	Inadequate logistics	District to allocate more funding to the SWCD
13.	Number of regional intersectoral monitoring visits conducted	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
14.	Number of meetings organised to discuss integrated services	2	2	4	4	2	Organized sensitization programmes on child labour	Inadequate funds to organize more sensitization programmes	The DACF component social welfare programmes should be increased
15.	Number of girls reached by prevention and care services	450	550	29	1000	1035			
16.	Number of CP/SGBV cases referred to other services and followed up	3	2	2	15	38	District has set up child protection committee		District to allocate more funding to the SWCD
17.	Number of NGOs, including RHCs, trained	2	2	2	10	11	Identification, Registration, trained, Monitoring and		

S/N	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Target 2024	Actual 2024	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
							Supervision of NGOs		
18.	Number of children in RHCs profiled and reunified	3	2	13	16	12	The District has established child protection committee to monitor the welfare of children in RHCs	Inadequate funds to monitor children's welfare in RHCs Limited RHCs in the Municipality	Government should have a policy to build RHCs in the Municipality
19.	Proportion of sub-standard RHCs closed	-	-	-			Monitored and coordinate RHCs activities in the Municipality	Inadequate funds to renovate and upgrade RHCs in the Municipality	
20.	Number of children placed in foster care	6	4	4	0	0	Children brought to SWCD were rather sent to shelter centers/homes		
21.	Number of World Day against Child Labour commemorated	1	1	1	1	1	Organised world Day against Child labour	Inadequate funds cover every community and sensitisation programmes	District to allocate more funding to the SWCD
22.	Number of Early Childhood Dev't Centres monitored	4	60	34	20	94			
23.	Number of Stakeholders meetings organized with Proprietors and Proprietaries	4	4	1	4	1	One stakeholders meeting was organised	Inadequate funds to undertake all the activity	District to allocate more funding to the SWCD

S/N	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Target 2024	Actual 2024	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
24.	Number of Missing/Abandoned/Abused Children processed	7	15	17	5	23	Received and processed 23 missing and abandoned children, an elderly woman and a mentally challenged woman with a 5 month old baby within the year	Inadequate logistics	District to allocate more funding to the SWCD
25.	Number of Case Management Conferences organized	1	1	1	1	1			
26.	Number of cases worked on (Justice Administration)		101	159	40	140	Adjudicate /Arbitrate cases relating to Child / Family Welfare/ Gender based violence - 140 cases were filed for arbitration for the Year	Inadequate logistics	District to allocate more funding to the SWCD
27.	Number of Mentorship Sessions and Vocational Skills Training for Pregnant Adolescents and out of School Adolescent conducted	1	1	0	1	1	Training of forty-two (42) adolescents in the production of Sobolo, Soya Khebab, Soya Milk and Liquid Soap. This was undertaken in collaboration with the Adolescent	Inadequate logistics	District to allocate more funding to the SWCD

S/N	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Target 2024	Actual 2024	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
							centre at the Tema Polyclinic		
28.	Number of Persons with Disabilities trained in Bead Making and Sewing of Reusable face Masks	25	20	-	50	-			
29.	Number of Entrepreneurial and Business Management Workshop organized for SMEs in the Municipality	1	1	1	1	0			
30.	Number of Widows and Nursing Mothers Trained in the Skills of Sanitizer Making, Liquid Soap, Powdered Soap making and Disinfectant making	70	141	-	100	42	Trained 42 Widows and 50 Nursing Mothers in Sanitizer Making, Liquid Soap, Powdered Soap making and Disinfectant making at Adjei Kojo and Comm. 2	Inadequate logistics	District to allocate more funding to the SWCD
31.	No. of women Sensitized and trained to Commemorate International Women's Day	100	100	307	200	30	Commemorate International Women's Day (Sensitization on and skills training for 30 Women)	Inadequate logistics	District to allocate more funding to the SWCD
32.	No. of Community members sensitized on Child Welfare, Homecare for Women, Food Hygiene for Food Vendors, Birth Certificate Registration, savings & Book Keeping and Community Development Programs	100	211	1380	200	1,163	Community members sensitized on Child Welfare, Homecare for Women, Food Hygiene for Food Vendors, savings & Book Keeping and	Inadequate logistics	District to allocate more funding to the SWCD

S/N	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Target 2024	Actual 2024	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
							Community Development Programs		
33.	Number of PWDs Vetted and Shortlisted for 3% Common Fund	50	15	49	70	25			
34.	Number of Aged Persons health screened to Commemorate International Day for Older Persons	100	271	0	150	0			
35.	Number of Beneficiaries receive Disbursement of LEAP Funds	50	79	79	70	79			
36.	Number of NGOs monitored, Registered and Renewed	18	6	7	20	8			
Social Development: Education, Youth and Sports									
37.	Number of Library awareness organized	4	3	2	4	2			
38.	Number of "My First Day at School" organized	1	1	1	1	1			
39.	Number of SHEP activities organized	5	8	7	10	12			
40.	Number of STEM clinic sponsored	1	1	1	1	1			
41.	Number of furniture supplied to Basic Schools and Senior High Schools	500	600	600	1000	700			
42.	Number of Independence Day celebrations organized	0	1	1	1	1			
43.	Number of mock exams and monitoring of B.E.C. E Conducted	1	1	1	1	1			
44.	No. of Coordinated cultural & sports festivals organized	0	1	1	1	1			
Social Development: Public Health Services and Management									
45.	Number of CHOs trained on key CHPS activities and other CHPS implementation activities	10	10	113	20				

S/N	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Target 2024	Actual 2024	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
46.	Number of IE&C on maternal Health, FP and other Reproduction & Child health programs provided	30	20	73	50				
47.	Number of Immunization Services Supported	30000	20,486	3,025	50000				
48.	Number of programs on Mental health Organized	4	1	1	4				
49.	Number of CHNs trained on Family Plg & counselling	10	10	13	20				
50.	Number of Edu. prog on HIV/AIDs, STIs & TB	4	2	4	4	3			
Social Development: Environmental Health and Sanitation									
51.	Number of tools and equipment provided to support clean-up exercises	50	163	114	100	15			
52.	Proportion of Solid and Liquid waste efficiently managed (source segregation)	70%	100%	100%	100%	100%			
53.	Number of sanitary sites fumigated and markets derated	10	90	77	15	65			
54.	Number of Paupers Buried	2	2	3	5	3			
55.	Number of regular clearing of public spaces conducted	5	13	9	10	13			
56.	Number of collapsed sewers replaced and damaged manholes constructed	0	5	1	10	1			
57.	Number of trees planted to protect the Ramsar Site	10,000	10,000	2000	20,000	700			
58.	Proportion of population with access to basic drinking water sources	100%	100%	100%	100%	100%			
59.	Proportion of population with access to improved sanitation services	96%	100%	100%	100%	99%			
Economic Development: Agriculture									

S/N	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Target 2024	Actual 2024	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
60.	Number of farmers registered & provided with inputs under the Planting for food and Job programme	150	1,113	0	200	101			
61.	Number of Farmers Trained	30	0	1,727	50	1,437			
62.	Number of crop demonstrations conducted	4	6	5	4	790			
63.	Number of Economic Trees distributed and Planted	200	131	0	500	0			
64.	Number of In-Service Training conducted	4	6	3	6	3			
65.	Number of anti-rabies campaigns and vaccinations conducted	5	2	5	10	2			
66.	Number of marketers and food processors trained on utilization of local foods	50	124	111	100	73			
67.	Number of Farmers Celebrated	10	8	10	15	10			
68.	Number of Tourism Programmes Promoted	2	3	4	4	4			
Environment Infrastructure and Human Settlement: Urban Roads and Transport Service									
69.	Number of roads in km surfaced	5km	5km	0	10km	0.44km			
70.	Number of selected roads re-gravelled within the Municipality	5km	2.4km	5.2km	10km	0.75km			
71.	Total length of drains constructed within the Municipality	2km	4km	5km	5km	1.6km			
72.	Total length of culvert constructed at selected locations	1km	1200mm	2700m m	5km	0.029km			
73.	Total length of road Graded/Reshaped and spot improved	5km	2km	6.3km	10km	15.75km			
74.	Total length of Road marked	20km	3km	0	50km	1.5km			
75.	Total length of Minor rehabilitation works done	5km	3.0km	0	10km	0.1km			
Environment Infrastructure and Human Settlement: Spatial Planning									

S/N	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Target 2024	Actual 2024	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
76.	Number of Streets named and Property Addressed	-	85	754	500	0			
77.	Number of Spatial Plans Prepared and Approved	-	1	1	5	0			
78.	Number of Technical Sub-Committee Meetings Organized	12	12	12	12	12			
79.	Number of Spatial Planning Committee Meetings Organized	12	12	12	12	12			
80.	Number of Haphazard Development Controlled	2	4	40	10	78			
81.	Number of Open Reservations Landscaped (Tree Planting)	0	2	2	5	0			
Environment Infrastructure and Human Settlement: Public Works Rural Housing and Water Management									
82.	Number of street lights Provided, Repaired and maintained within the Municipality	500	200	400	1000	200			
83.	Number of 3-Storey Office Administration Block for Tema West Municipal Assembly Completed	-	-	-	-	-			
84.	Number of 2-Storey Boys Dormitory at Comm. 14 completed	-	-	-	-	-			
85.	Number of 2-Storey Health Directorate Office Complex Completed	-	-	1	-	-			
86.	Number of 2-Storey Education Directorate Office Complex Constructed	-	-	1	-	-			
87.	Number of 3-Unit classroom block for Ibaadu Rahman Islamic Centre, Constructed	-	-	1	-	-			
88.	Number of 10-seater water closet public toilet, constructed in Kotobabi	-	-	1	-	-			
Environment Infrastructure and Human Settlement: Disaster Prevention and Management									
89.	Total length of drains desilted and dredged, (Disaster Prevention Exercise)	10km	2.75km	4km	20km	8.52km			

S/N	Indicator (Categorised by Development Dimension)	Baseline 2021	Actual 2022	Actual 2023	Target 2024	Actual 2024	Key programmes undertaken during the year	Challenges encountered in the year	Departmental policy recommendations
90.	Number of Trees Planted, Equipping Staff & Simulation Exercise conducted	0	1000	2000	500	700			
91.	Number of training organized for DVGs on beach safety	4	4	4	4	4			
Governance, Corruption and Public Accountability: : Management Administration									
92.	Number of Budget (2022-2025) prepared	1	1	1	1	1			
93.	Number of PFM/Town hall meetings organized	2	2	2	2	3			
94.	Number of Quarterly routines monitoring and evaluation exercises conducted	4	4	4	4	4			
95.	Number of Fee Fixing Resolutions prepared and Mid-year Review of Action Plan and Budget	1	1	1	1	1			
96.	Number of Budget Committee meetings & MPCU meetings conducted	4	4	4	4	4			
97.	Number of MTDPs reviewed and Annual Action Plans prepared	1	1	1	1	1			
98.	Number of national celebrations Supported	5	5	5	5	5			
99.	Number of mandatory & statutory meetings Organized	10	10	10	10	10			
100.	Number of Civic Education Programs Conducted	386	465	572	400	462			
101.	Number of Staff and Assembly members capacities (Internal and External) Developed	150	95	107	200	197			
102.	Number of activities of Births and Deaths Registry Supported	0	3	4	3	5			
103.	Number of activities of operation and maintenance Supported	4	4	4	4	4			

2.5 Update on Critical Development and Poverty Issues

The Assembly is making a lot of efforts to address some of the critical development and poverty issues within the Municipality. This report covers those whose implementation has started in Municipality and we had information on.

In the attempt to reduce poverty and promote development, Government has introduced a number of interventions in the Country. Among these interventions that are operational in the Tema West Municipal Assembly are: The National Health Insurance Scheme, Livelihood Empowerment Against Poverty (LEAP) programme, National Youth Employment Programme, One District One Factory Programme, Planting for Food and Jobs, and Free SHS Programme.

Table 2.5.1 presents a matrix showing the summary of key critical poverty development issues, the Allocations, Actual Receipt and the Number of beneficiaries. Details of the various interventions have been given below.

Table 2.5.1 Critical Development and Poverty Issues

Critical Development and Poverty Issues	Allocation GH¢	Actual receipt GH¢	No of beneficiaries	
			Targets	Actuals
Ghana School Feeding Programme	N/A	N/A	18,222	10,058
Capitation Grant	N/A	N/A	10,000	4,303
National Health Insurance	N/A	N/A	54,800	33,296
Livelihood Empowerment Against Poverty (LEAP) programme	20,072.00	12,007.00	245	116
Nation Youth Employment Programme (NYEP)	N/A	N/A	1,000	557
One District-One Factory Programme	N/A	N/A	13	6
One Village-One Dam Programme	N/A	N/A	N/A	N/A
Planting for Food and Jobs Programme	18,000.00	25,000.00	250	1,091
Free SHS Programme	N/A	N/A	2,000	2,454
National Entrepreneurship and Innovation Plan (NEIP)	N/A	N/A	100	85

Source: MPCU, TWMA-2024

Table 2.5.2 Staff Strengths of MMDAs

No.	Departments	Requirements		Actual 2024	% Covered	Training Required
		Minimum	Maximum			
1	Administration	4	5	12	240%	Certificate in Public Administration (CPA) Diploma in Public Administration Public Administration training
2	Records	4	4	11	275%	Communication skills Office Management Refresher training in Records Management System
3	Secretaries	4	7	6	85.71%	Communication skills Office Management
4	Security / Municipal Guards	3	4	13	300%	Security Risk Management training Communication skills
5	Drivers	11	22	10	45.45%	Refresher training in Defensive Driving Skills
6	Human Resource	3	4	5	125%	Scheme of Service course Training on post training impact assessment and report preparation Training in LGS protocols
7	Development Planning	3	5	3	60%	LGS Protocols Public Financial Management
8	Physical Planning	17	24	5	20.83%	Training in the use of GIS and other mapping software
9	Works	57	84	25	29.76%	Ghana Building Code Project and Contract Management Assets Management Building Control Management
10	Estate	8	12	1	8.33%	Project and Contract Management
11	Urban Roads	18	29	3	10.34%	Training in Contract documentation and Management Inventory taking for project preparation Understanding the processes Involved in box culvert construction Sampling for materials testing (gravels, chippings etc.)
12	Procurement	5	6	5	83.33%	Contract Administration Refresher training on GHANEPS Procurement Management
13	Finance / Revenue	28	45	20	44.44%	Revenue Mobilization Strategy Refresher training on GIFMIS PFM Training in Accounts preparation Training in Microsoft Word, Excel and Accounting software
14	Audit	5	8	5	62.5%	Training on Audit working papers documentation
15	Budget	5	9	7	77.77%	Induction training Public Financial Management & ICT Basic Statistics/Project Management
16	Statistics	3	5	2	40%	ICT Training in Local Governance
17	Information Services	1	2	4	200%	Public Relations Public Administration PFM Act Ethics of Administration
18	MIS	12	11	4	36.36	Training in Database System Programming
19	Environmental Health & San.	23	44	47	106.81	Capacity building on Prosecution and comprehensive inspection of premises

No.	Departments	Requirements		Actual 2024	% Covered	Training Required
		Minimum	Maximum			
20	Social Welfare & Community Dev't	10	13	34	261.5%	Counseling Psychology and sign language Community entry and community engagement Medical Social Work (Hospital Welfare Services) Early Childhood Care
21	Agricultural	52	78	7	9%	Food safety Local Governance
22	Births And Deaths	3	5	7	140%	Statistics and Database Management

Source: HR Department, TWMA-2024

Table 2.5.3 Capacity Development

No	Name or type of the Capacity development	Venue/L ocation	Purpose of the programme	Source of funding	Target Group	Facilitators	No. of Beneficiaries		
							Total	M	F
1	Sensitization on Local Governance Act, 2016 (Acts 936), LGS Protocols and Assembly's Bye Laws	TWMA Hall	To broaden the scope of knowledge of Staff in the local governance	IGF	Newly recruited staff and newly posted staff to the Assembly	Human Resource Management Department	21	15	6
2	Training on post training impact assessment and report preparation	TWMA Hall	To give participants a better understanding of post impact assessment	IGF	HRMs	MKN Consultancy Services	17	2	15
3	Sensitize staff on LGS Protocols (New Records Management Procedures)	TWMA Hall	To help participants understand the newly introduced procedures and comply with them	IGF	HoDs & 2 other staffs	Head of Records Management Unit	51	21	30
4	Effective cleaning and House Keeping Techniques	TWMA Hall	To help the cleaner know the best way to clean	IGF	Cleaners	Xpert Safety Consult	18	7	11
5	Organize orientation for Assembly Members on local governance, their role and functions	TWMA Hall	To broaden their scope of knowledge on issues relating to local governance and their role and functions as Assembly members	IGF	Assembly Members and Unit Committee Members	Institute of Local Government Studies	52	32	20
6	Provide training on revenue mobilization strategies	TWMA Hall	Help participants gain more knowledge and skills on how to effectively mobilize revenue	IGF	HODs and Revenue Collectors	Xpert Safety Consult	38	11	27

Source: HR Department, TWMA-2024

Table 2.5.4 Logistics Analysis

Required	Required	Actual	Remarks
Computers	55	25	Six (3) machines not functional
Printers	29	2	Seven (4) not functional
Projectors	4	2	The Assembly needs more to compliment the one
Office Space	120	85	The Assembly is currently in a rented facility
Vehicle	24	14	Five (5) not in good shape

Source: MPCU, TWMA-2024

2.5.1 Planting for Food and Jobs (PFJ)

The launch of PFJ 2.0 has introduced a modern approach to farmer registration through the use of a mobile app called **Ghana Agriculture and Agribusiness Platform (GhAAP) mobile Application (GhAAP)**. This new digital process replaces the traditional methods and involves the collection and storage of important farmer information such as biodata, Ghana Card, photographs, and farm coordinates. The AEsAs implemented this new registration system in the period under review. There was also a radio session on Obonu FM to promote the registration of the 'Planting for Food and Jobs' (PFJ) 2.0 program. The session aimed to raise awareness and inform the public about the importance and benefits of registering for PFJ 2.0.

Under Planting for Food and Jobs program, 42 farmers on the GHAAP have received two bags of NPK and 1 bag of Urea on Credit.

2.5.2 40th Farmers Day Celebration

The Tema West the Municipal Assembly through the Department of Agric. organized the 40th Farmer's Day celebration at the Borteyman Round about. Ten (10) farmers made up of 7 males and 3 females were awarded and honored with various awards during the celebration and was fully participated by about 400 farmers, staff, chiefs and other dignitaries.

2.5.3 Capitation Grant

Capitation grant is being implemented in all the thirty-eight (38) public basic schools within the Municipality. The basic schools within the Municipality have always enjoyed the grant since the Assembly came into existence in 2018. In 2024 academic year 4,303 pupils from school in the municipality benefited from the Capitation Grant.

2.5.4 One District One Factory (1D1F) Programme

The Municipality can boast of thirteen (13) factories under the One District One Factory (1D1F) Programme, namely; Dufil Ghana who are in to the production of indomie noodles in Ghana; Three Dreamers also in to the production of biscuits and confectionaries; Afrotropics who are in to cocoa products; Healthy Life who are in to the production of fruit juice; Letap in to pharmaceutical products; Kaddling Fashion into garment and apparel; Harmony Trends also into garment and apparel; Accum Energy into the production of car batteries; Heritage Plus into natural cocoa powder; Williemays into the production of bottle water; Entrance Industries into the production of Pharmaceutical products; Ashanti steel in the production of steel; and Epac Flexible Packaging Ghana Limited who are into packaging. The Assembly has currently identified one promoter in the name of fibre wealth who uses coconut waste for manure. He is being assisted to register under the One District One Factory (1D1F) Programme.

2.5.5 National Health Insurance Scheme (NHIS)

The Assembly could not get entire primary information on the National Health Insurance Scheme, since the NIA currently do not have a district office within the Municipality. However, MPCU made an effort to visit Health facilities within the District who then extracted some figures for the Tema West area.

According to the data received, the number of new registrants stands at 3,296 with 1,238 being male and 2,058 being female. However, the old registrants stand at out as 51,504 with 18,026 being male and 36,774 being female. The total number of people insured within the Municipality is 52.5% of total male population and 57.5 of total female population.

2.5.6 Water, Sanitation and Hygiene

According to the Ghana Water company Limited (GWCL), Tema West Municipality has 100 percent water coverage. For the period of 2024, GWCL received a total number of 98

applications for connection. The Company was able to process all applications and all the 98 were connected to the service line (tapped).

The Assembly is targeted at ensuring holistic access to basic sanitation service by embarking on some activities such as cleansing of public spaces, evacuation of heaps of refuse at illegal dumping sites, regularization and supervision of solid waste service providers, effective enforcement of national and bye-laws, maintenance and expansion of sanitation infrastructure, public education and sensitization. With our development partners under “GAMA Sanitation Project” provision of gender friendly institutional facilities and household’s toilets are under implementation.

The Assembly is currently plagued with various challenges such as the indiscriminate dumping of refuse at unauthorized places, open defecation, inadequate sanitary infrastructure, non-functional sewage system and lack of cooperation of community members. Considering the above challenges, the Assembly focused on strengthening the adherence to environmental standards, law enforcement and put in maximum efforts to ensure proper management of the environment.

Efforts at improving Household Toilets in the Municipality (2024)

The Assembly has accelerated efforts in ensuring that all households within the Tema West Municipality have access to improved toilet facilities. Intensification of community sensitization especially within the low-income communities and squatter communities on the dangers associated with ‘open defecation’ have been undertaken. Landlords, tenants, home owners have been sensitized on the importance of acquiring a toilet facility in their homes. Three hundred and eighty-nine (389) household toilet facilities have been constructed within the Municipality.

Several strategies were employed by the Assembly to ensure that all the residents have access to improved sanitation facilities. The overall objective is to ensure the provision of clean, safe and healthy Municipality for the inhabitants. Some of these strategies includes;

- Ensuring that all landlords have acquired development permit and toilets indicated in the design before approval.
- Strengthening of Development Controls
- Strict enforcement of the Bye-laws on environmental sanitation including prosecutions at the sanitation court.

Intensification of community sensitization especially within the low-income communities and squatter communities on the dangers associated with ‘open defecation’ have been undertaken. Landlords, tenants, home owners have been sensitized on the importance of acquiring a toilet facility in their homes.

Table 2.8 shows the Total Number of Toilet Facilities Constructed in 2024

Table 2.5.5 Total Number of Toilet Facilities constructed in 2024

Total Popn.	Total Popn. Without Access to Toilets	Total Popn. With Access to Toilets	Total No. Of Household	Total No. Of Household Served	Total Household unserved	Total No. of household Toilets Constructed in 2024
196,224	53,845	142,379	61,476	41,908	19,568	389

Source: Municipal Environmental Health Unit, 2024

It can be deduced from the above table that, one hundred and forty-two thousand, three hundred and seventy-nine (142,379) population have access to toilets in their homes. Three hundred and eighty-nine (389) toilet facilities constructed by community members per data collected in the fourth quarter.

Table 2.9 shows the Comparison in the construction of toilet facilities between year 2023 and year 2024

Table 2.5.6 Construction of toilet facilities - 2023Vs 2024

Year	Number of toilets constructed	Percentage (%) increases (2023/2024)
2023	8,724	17%
2024	10,168	

Source: Municipal Environmental Health Unit, 2024

The Tema West Municipal Assembly was able to increase the construction of toilets in the year 2024. The Assembly was able to construct 10,168 toilets in year 2024 as against 8,724 in year 2023. This number represents an increment of 1,444 toilets over the year 2023. The total of 1,444 toilets constructed led to 17% increase in the construction of toilets in year 2024.

2.5.7 Electricity

To curtail the rampant power interruption within the municipality, the Assembly collaborated with the Nungua District of the Electricity Company of Ghana (ECG), who undertook a project in the creation of new Feeders from the main station 'L' to relieve L21 and L19 Feeders. During the year in review, ECG received a total of 297 applications. The company was able to process 233 applications and a total of 155 were supplied or connected to the national grid since there were not enough meters. Those who did not get the meters were connected directly to the poles and billed with a fixed amount until they are provided with the meters when available.

2.5.8 Free Senior High School Programme

The free SHS Programme within the Tema West municipality has a total enrolment of 1,620 which is representing only two (2) public school. This is made up of 778 boys and 842 girls within the age bracket of 13years to 22years.

Livelihood Empowerment Against Poverty (LEAP)

The Assembly undertook five (5) LEAP payment exercises in the year in the various communities. This included the 88th, 89th and 90th, 91st & 92nd and 93rd & 94th LEAP payment. Given the combined payment, beneficiaries were sensitized on the various households receiving double of cash grant amount. Beneficiaries were also sensitized on the 100% increase in their grant amounts as well as education against payment infractions (extortions, underpayment, multiple payment transactions) that usually occurs.

Per the new directive, Officers of DSWCD liaised with some banks in the Municipality to schedule specified days where beneficiaries would go there to withdraw their funds. Many concerns raised with respect to card replacements and time management were discussed and explained to beneficiaries. Many beneficiaries also reiterated their stance on the need for payments to be done via mobile money to ease their movements to and from their various pay points.

The Assembly during the year also collaborated with an agency during the LEAP disbursement exercise. The agency, National Development Planning Commission in collaboration with GIZ and other relevant stakeholders, commissioned an evaluation exercise to gather information on the LEAP programme implementation nationwide as part of its Mirror Reporting. An enumerator, Priscilla Selinam Opoku, was assigned to Tema West Municipality as part of the 91st and 92nd

payment to collect data from beneficiary households, community leaders, and social welfare officers.

2.5.9 Programme for Persons with Disabilities (PWDs)

The Department received and processed **Twenty- five (25) new applications** for assistance during the year under review. The applicants were seventeen (17) males and eight (8) females. The Assembly on the 24th May, 2024 facilitated the disbursement of the 3% District Assembly's Common Fund to Persons with Disabilities. The disbursement programme, which is the first for the year 2024 and 8th batch since the inception of Tema West Municipal Assembly covered Twenty-five (25) PWDs drawn from all over the Municipality. A total of Fifty-eight thousand, five hundred Ghana Cedis (**GHC 58,500.00**) was allocated for the disbursement. To ensure a proper gender mainstreaming in our distribution, a total of fifteen (15) males, ten (10) females were considered for this year's disbursement. Amongst the total number of beneficiaries are 11 children

On 28th October 2024, nineteen (19) beneficiaries were called to pick up their equipment purposely for trade. The items procured included (13) chest freezers, (3) Industrial sewing machine, (1) Commercial cake mixer, (1) commercial tomato milling machine, and (1) Commercial hairdryer plus washing basin. They were presented with their equipment by the Municipal Chief Executive, Hon. Felicia Edem Attipoe in a short ceremony held at the forecourt of the assembly. Both the Municipal Coordinating Director and Municipal Chief executive entreated beneficiaries to use the equipment they received for lucrative business that would generate money for their daily activities. They were advised against selling them for immediate cash. The Social welfare officers were tasked to conduct their monitoring exercise to ascertain the use of the equipment by beneficiaries. The ninth-batch disbursement was the second for the year 2024 from the Common Fund for a total of nineteen (19) PWD beneficiaries. To ensure a proper gender mainstreaming in our distribution, a total of eleven (11) males, eight (8) females were considered for this 9th batch. Amongst the total number of beneficiaries were five (5) children. An amount of GHC 162,854 was released for the 9th batch disbursement.

On 23rd December, 2024, the Assembly through the 3% Common fund paid the educational expenses (i.e.) tuition of three (3) children with disabilities who are currently sheltered at Happy Academy and Assessment Centre. They are Alberta Gervais, Kate Gervais and Vanessa. The Disability Fund Management Committee (DFMC) held one (1) meeting during the year. The meeting was held in the second quarter on 8th August, 2024 at the forecourt of the Municipal Assembly

Table 2.5.7 Data on Persons with Disability-2023

TYPE OF DISABILITY	IDENTIFIED PWDs		TOTAL	REGISTERED PWDs		TOTAL
	MALE	FEMALE		MALE	FEMALE	
Hearing impaired	22	16	38	2	4	6
Visually impaired	9	11	20	2	-	2
Multiple Disability	6	5	11	1	-	1
Physically Challenged	65	67	132	11	3	14
Mental disability	6	6	12	-	-	-
Albinism	0	1	1	-	-	-
Autism	14	7	21	2	1	3
Cerebral Palsy	4	7	11	2	1	3
Others	17	11	28	-	-	-
Totals	143	131	274	22	12	34

Source: Dept. of Social Protection and Community development, TWMA-2024

2.5.10 Skills Training of Pregnant Adolescents

The Department of social welfare collaborated with the Adolescent unit (Tema Polyclinic) to organise a forum and training. The forum was held on the Tuesday, 5th March, 2024 for about 30 pregnant adolescents to encourage them in their current predicament. It was done in Commemoration for International Day for Women. Each adolescent received a gift bag containing a pack of diaper, baby wipes and a pack of baby soap after the event.

The social welfare department engaged the adolescents in two skills training: Liquid soap making and Soya bean khebab making. The event was a success because the adolescents left empowered for the future ahead.

2.5.11 Donation of Food Items and Necessities (Valentine's Day Edition)

The Assembly as part of its mandate to support the vulnerable within the Municipality organized a program to donate food items and other necessities to children with disabilities and their caregivers. The program which was held on Valentine's Day - Wednesday, 14th February, 2024 saw the distribution of 5kg rice, oils, tasty tom tomato paste, bagged beans, loaves of bread, bathing towels and condoms to about **sixty (60)** children with disabilities and their caregivers to ease the hardship on

them. The following sponsors supported the program; OUR Living Splendour Ministries, Reformed Intercessors Ministries, Eternal bread of life church, Logos Construction limited,

Like Hymn Ministries (THIRSTY), O.D Quartey Foundation and the Coordinator of HIV/AIDS. It was a momentous occasion marked by the sharing of experiences from caregivers, song and dancing competition and words of motivation to the caregivers. The caregivers expressed their profound gratitude to the department, sponsors and made a courtesy call for such programs to be organized often.

2.5.12 HIV and AIDS

During the year in review, the Assembly only organized three activities with some of them in collaboration with Apex Community Aid (ACAID). A month sensitization and Screening programme (MY STATUS MY HEALTH) on the causes and prevention of HIV for Junior High Schools (JHS), the Senior High Schools (SHS) and parts of the Communities within the Municipality. There was also the commemoration of the World AIDS Day on the 21st of December, 2024 by organizing a sensitization at the Texpo Market.

2.2.18 Town Hall Meetings/Stakeholder Engagement and Budget Hearing

The Assembly have been able to organize two Town Hall Meetings/Stakeholder engagement within the year in review. The Assembly organized one in March, 2024 to review the 2023 Action Plan & Budget and to discuss the implementation of the 2024 Annual Action Plan and Budget. Another stakeholders’ consultation was organized in August, 2024 for the preparation of the 2025 Annual Action Plan, Programme Based Budget (PBB) and Fee Fixing Resolution (FFR).

2.2.19 MCE’s Community Engagement

During the quarter in review, the Municipal had eleven (11) major engagements with the Community members. Table 2.10 below shows the details of the MCE’s Engagement;

Table 2.5.8 MCE’s Community Engagement

NO.	DATE	TIME	COMMUNITY	SUBJECT
1.	23 /01/2024	10:30 am	Baatsona @ Jobyco Hotel	Interaction with Corporate Institutions on enhancement of business in the Municipality.
2.	15/02/ 2024	11:30am	Lashibi @ St’ James Church Hall	Interaction with residents and stakeholders to identify problems within the various communities and how best to address them

NO.	DATE	TIME	COMMUNITY	SUBJECT
3.	15 /03/ 2024	10:30am	Sakumono @ Pentecost Church Hall	Interaction with residents and stakeholders to identify problems within the various communities and how best to address them.
4.	22/04/2024	11:30am	Community Five (5) @ Assembly of God church hall	interaction with security personnels, residents' associations about poor street lighting, bad road network, peace, security, and sanity among the citizens.
5.	30/05/ 2024	10:30am	Tema community 2 @ Community Two market.	Interaction with residents and stakeholder on sanitation challenges, streetlight security, road network and payment of the assembly bills.
6.	6\062024	10:30 am	Baatsona @ Ebenezer Methodist church.	Emerging issues on security, health, sanitation and environmental challenges and issues to renting.
7.	9/7/,2024	11:30 am	Sakumono village @ N'joy hotel	Issues discussed by the assembly related to roads improvement, street lighting projects, security and environment and sanitation issues.
8.	9/ 8/2024	10:30 am	Baatsona @ Light Industrial area	Bad Roads Network, Street Lighting Projects, Security and Environment and Sanitation Issues
9.	6/9/ 2024.	10:30am	Klagon @ market communication center	Interaction With Residents and Stakeholder On Sanitation Challenges, Streetlight Security, Road network and payment of the Assembly Bills.
10.	16\10\2024	11:30 am	Adjei Kojo @ Pentecost church	Engaging residents on the assembly annual action plan (AAP), sanitation challenges, streetlight security and bad road network.
11.	14\11 \2024	10am	Lashibi @ Forecourt of the Assembly	Road improvement, encroachment issues on public schools, street lighting projects, security, environment and sanitation issues

Table 2.10 MCE's Engagement with the Public for the year 2024

2.2.20 Local Economic Development (LED) Interventions

During the year in review, 15 LED activities were planned out of which 12 (80%) were implemented. The Assembly during the celebrations of each Farmers Day donates equipment and machinery to Best Farmers. In year 2024 there was a donation of chest freezers and poly tanks to the winners of the fisherman and the overall best farmer to help them irrigate their farms and store processed foods and fish. Social Welfare and Community Development (SWCD) and the Municipal Agriculture Department undertook 95% of implemented LED interventions in the municipality. The others were through private sector collaborations including IDIF.

2.2.21 Gender Mainstreaming

Gender is an approach that considers both men and women's interest. The Assembly have always taken in to account the needs of both genders in planning of the projects and programs of the Municipality. For the 2024 Annual Action Plan 7 Out of the 110 activities were gender mainstreaming activities and all 7 activities have been implemented representing a 100% implementation.

2.2.22 Climate Change

The number of industries and waste generated have being increasing in the Municipality without corresponding increase in afforestation to absorb excess carbon mono-oxide generated by factories.

The Assembly during the period of 2024, in order to mitigate these issues have either collaborated with other institutions or directly implemented 6 climate change interventions including sensitizations and planting of trees within the Municipality.

2.3 EVALUATION CONDUCTED, FINDINGS AND RECOMMENDATIONS

Tema West Municipal Assembly has mainstream monitoring and evaluation activities as part of project and programme implementation. The MPCU undertook quarterly review meetings and monitoring of most district activities to ensure that planned activities are executed as planed and address adverse implications. Core Management team, in addition, embark on project monitoring with key stakeholders, including contractors, opinion leaders and beneficiaries to discuss project progress and challenges. Decentralized departments periodically undertake monitoring and evaluation of their activities and share report with the district, regional offices, or sector ministries. Monitoring is sometime conducted by regional and national offices (DACF secretariat, Internal Audit Agency, etc) and reports shared with the district to improve organizational performance of the district.

Table 2.3.1 Update on Evaluations Conducted

Name of Evaluation	Policy/programme / project involved	Consultant or resource persons involved	Methodology used	Findings	Recommendations
Formative	<ul style="list-style-type: none"> • Reshaping and sectional gravelling of the Global to Solomon City Junction road (1.10KM) within Tema West Municipality. • dredging of the earth drain channel from Shalom Spot Roundabout into Mamahuma Stream 	MPCU	Field Visits Consultative Meetings Comparative Analysis Site Inspection Stakeholder consultation	Progress was on schedule and there were no delays. Contractors were following quality standards, but safety measures need improvement. Road is now in good shape for motorist The dredging was successfully completed within the allocated time and budget. The channel's capacity to handle storm water flow has significantly improved, reducing the risk of flooding. Some sections require reinforcement to prevent soil erosion and silt accumulation.	Increase water spraying frequency to reduce dust and implement noise control measures. Routine Maintenance Schedule – Establish a regular dredging and desilting plan to prevent future blockages. Erosion Control Measures – Install boulders or vegetation to stabilize the drain's banks. Community Awareness Campaigns – Educate residents on waste disposal to minimize debris accumulation in the drain.

Source: MPCU – 2024

2.4 PARTICIPATORY MONITORING AND EVALUATION UNDERTAKEN (PM&E)

Participatory monitoring & evaluation (PM&E) is a process through which stakeholders at various levels engage in monitoring or evaluating a particular project, program, or policy, share control over the content, the process and the results of the monitoring and evaluation (M&E) activity and engage in taking or identifying corrective actions.

It is one of many approaches to ensure that the implementation of the different projects within the action plan leads to the expected outcomes.

The stakeholder groups typically involved in a participatory M&E activity include: the end users of project, including both men and women at the community level; intermediary organisations, including NGOs; and private sector businesses involved in the project.

Table 2.4.1 Update on PM&E Conducted

Name of the PM&E Tool	Policy/program me/ project involved	Consultant or resource persons involved	Methodology used	Findings	Recommendations
Transect Walks	<ul style="list-style-type: none"> Grading and Gravel Spot improvement of Shalom Spot Round About to C18/20 Washing Bay 	MPCU	Observations and Group Discussion	Road in good shape	All bad roads within the Municipality should be graded and graveled.

Source: MPCU - 2024

CHAPTER THREE

3.0 The Way Forward

Like most newly created District Assemblies, the Tema West Municipal Assembly (TWMA) is yet to fully establish the structures necessary for smooth take off and implementation of development projects and programmes. The preparation of the Annual progress report helped to identify some key challenges in the plan implementation processes. Notably is inadequate funds and logistics. Other challenges are inadequate staff and limited or lack of data on certain district core indicators. The District therefore intend to resource the revenue task team, and the various data gathering units such as Planning Unit, Statistical Unit, Budget, and Revenue Unit, as well as some decentralized departments' data offices. The aim is to generate adequate resources and data for effective and efficient implementation of development planned projects and programmes. Action undertaken by the District to achieve these includes; purchase of 4 vehicles for the revenue collection and project monitoring, recruitment of more staff and providing office space and equipment for staff posted to the District from Ministries.

3.1 Key Issues Addressed and those yet to be Addressed.

As part of measures to improve upon the District Internally Generated Funds (IGF), there was the need to identify all revenue sources (existing and potential payers) and capture the data for revenue projection and budgeting. The extent of the revenue potential necessitated the purchase of some vehicles and motor bikes for revenue collection. It was a key issue because at the time of creation of the District, IGF was the only source of fund available to the TWMA.

However, there are other issues that have been addressed as the revenue base of the Assembly. They include;

- Collected data for District Local Revenue Software
- Recruiting and training more revenue collectors and other staff
- Smooth implementation, monitoring and evaluation of planned activities.

3.2 Recommendations

Following TWMA plans to intensify IGF mobilization, it is recommended that government and development partners support the District with the needed resources to ensure effective implementation of plan projects and programme and timely reporting of achievement.

There should be effective coordination and collaboration between departments, agencies, and the Assembly to enhance resource and data sharing.

Government could support TWMA to get the needed staff, additional vehicles and ensure timely release of funds (DACF) for development activities.

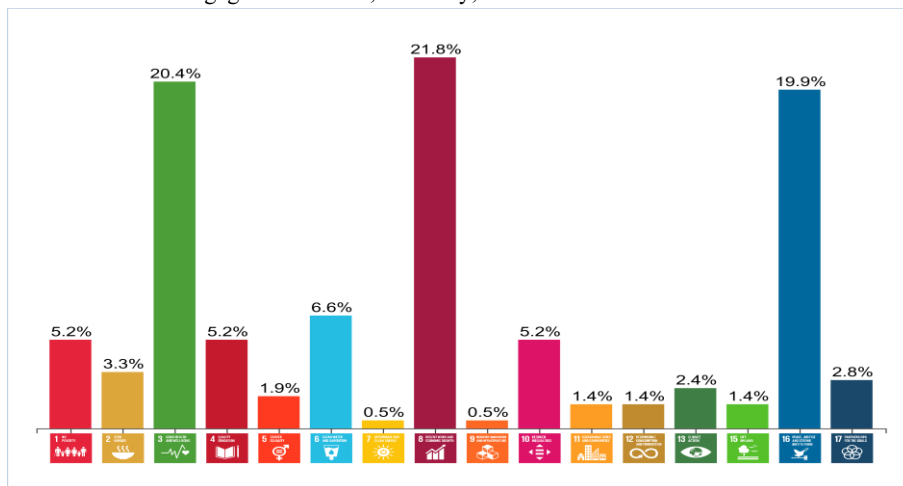
ANNEX 1 – 2030 SUSTAINABLE DEVELOPMENT GOALS (SDGs)

The table shows that since 2018, exception of Goal 14, the Municipal Assembly has reported on 16 Goals and specifically 47 Indicators of the 2030 SDGs according to Engagement Global, Germany (2024) assessment of APRs from 2018 to 2023 of the Municipal Assembly.

SDG	Reported Indicators
Goal 1: No Poverty	7
Goal 2: Zero Hunger	3
Goal 3: Good Health and Well-being	10
Goal 4: Quality Education	4
Goal 5: Gender Equality	2
Goal 6: Clean Water and Sanitation	2
Goal 7: Affordable and Clean Energy	1
Goal 8: Decent Work and Economic Growth	1
Goal 9: Industry, Innovation and Infrastructure	2
Goal 10: Reduced Inequality	4
Goal 11: Sustainable Cities and Communities	3
Goal 12: Responsible Consumption and Production	1
Goal 13: Climate Action	2
Goal 14: Life Below Water	1
Goal 15: Life on Land	1
Goal 16: Peace, Justice and Strong Institutions	2
Goal 17: Partnerships for the Goals	2

- Commented [OP1]:** 2.4.1 missing data, therefore deleted
- Commented [OP2]:** 6.3.1 missing data, therefore deleted
- Commented [OP3]:** Could you please check 8.10.1: (a) Number of commercial bank branches per 100,000 adults and (b) number of automated teller machines (ATMs) per 100,000 adults? You have stated above that “Proximity to bank and ATMs is 0.7% (GSS PHC, 2021)”, so data seems to be available, but the text in Chapter 4 was missing
- Commented [OP4]:** 10.2.1 missing data, therefore deleted
- Commented [OP5]:** 11.1.1 missing data, therefore deleted
- Commented [OP6]:** 14.1.1 missing data, therefore deleted – example of ocean plastic avoidance is integrated in SDG 12

Below is a graph demonstrating the level of performance of the Municipal Assembly in achieving the 2030 SDGs via the implementation of the 2018-2021MTDP and 2022-2025 MTDP. Credit to Engagement Global, Germany, 2024.



ANNEX 2 - PICTURE GALLERY



PICTURES OF DRAINAGE AND CULVERT WORKS AT KLAGON



PICTURES OF SURFACING AND GRADING ROAD WORKS IN THE MUNICIPALITY



PICTURES OF CONSTRUCTION OF SPEED HUMPS WITHIN THE MUNICIPALITY



SURFACING OF ROAD AND DRAINAGE WORKS AT BORLA PITO, COMM 2



GRAVELLING OF ST LUKE STREET AT ATINGA AREA, COMM 17



POTHOLE PATCHING WORKS ON SELECTED ROADS WITHIN THE MUNICIPALITY.



CONSTRUCTION OF 6-UNIT CLASSROOM BLOCK AT STAR BASIC SCHOOL
COMMUNITY 5



CONSTRUCTION OF 2-STOREY 12-UNIT CLASSROOM BLOCK AT LASHIBI (DACF)



PROCUREMENT, REPLACEMENT AND REPAIRS OF STREETLIGHT WITHIN THE MUNICIPALITY



Training on Catfish Production



Demonstration on utilization of local foods and value addition



Training on Proper spraying regimen and proper use of PPEs



Training on Agricultural Land preparation (tractor operation)



Crops Officer sensitizing farmers on climate smart agriculture



Resource person taking participants through Mushroom Production



Nurseries of various crop seedlings at TWMA premises





Backyard and container gardening at TWMA premises



Farm visit to Adjei Kojo



Presentation of awards and certificate to Best Agro-processor and Best Woman Farmer

PLASTIC WASTE MANAGEMENT PHOTOS



Plastic Waste Collection In Selected Schools

CLEANUP EXERCISES



Clean Up Exercise at African and European Markets, Community 2



Sensitization Of Food Handlers/Vendors On Cholera, Food Hygiene And Personal Hygiene At Community 2, Tema



Fumigation Exercise Undertaken at the Sakumono Public Toilet



Dredging around the Akwaba oil Enclave



Civic Education Exercise at Kanewu Market.