



Kumasi Metropolitan Assembly COVID-19 Recovery Plan 2021 - 2025

December 2020

Kumasi Metropolitan Assembly COVID-19 Recovery Plan 2021-2025



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ACRONYMS

BAC	Business Advisory Centre
GES	Ghana Education Service
GSS	Ghana Statistical Service
ICT	Information and Communication Technologies
IGF	Internally Generated Funds
ISD	Information Service Department
LED	Local Economic Development
NBSSI	National Board for Small Scale Industries
NDPC	National Development Planning Commission
PPEs	Personal Protective Equipment
PPP	Private-Public-Partnership
RIAP	Revenue Improvement Action Plan
SDGs	Sustainable Development Goals
SPVs	Special Purpose Vehicles
UNDP	United Nations Development Programme

Foreword

The Covid-19 Pandemic has rocked the world's economy causing pain, tragedy, and hardship at many levels and affecting how most people live and work. The scale and scope of the pandemic are such that everybody will be certainly affected by it. As the Metropolitan Chief Executive of the Kumasi Metropolitan Assembly (KMA) I have the responsibility of mobilizing effective response and recovery measures to the Pandemic. The virus has shown that the social and economic response requires a localized but joined-up action across different sectors, departments, and agencies, not just the Ghana Health Service(GHS).



It is in this vein that KMA in collaboration with the National Development Planning Commission (NDPC) in consultation with other key stakeholders have developed this Covid-19 Recovery Plan with aim of making people recover from the effect of the pandemic, mitigate the effect of the pandemic, transform and make the City resilient. The all-inclusive recovery plan was based on the recovery framework developed by NDPC. The framework is based on an assessment of global and local conditions and is underpinned by four interconnected pillars which include Local Economy, People, Infrastructure, and governance.

The Plan has thought-provoking proposals that have the potential to transform the city and make Kumasi resilient to similar pandemics in the future. I, therefore, appeal to all stakeholders including the Development Partners to support the implementation of this plan to achieve the envisaged objectives.

Finally, I would like to commend the National Development Planning Commission, the Ministry of Finance, the UNDP, the Metropolitan Planning Coordinating Unit Members and other stakeholders for their cooperation, commitment, and unstinting support in developing this recovery plan. It is my fervent hope that these planned intentions will be implemented to bring relief and mitigate the effects covid-19 has on the people of Kumasi.

Hon. Osei Assibey Antwi
Metropolitan Chief Executive

Preface

Ghana, like many countries around the globe, has experienced adverse economic and social ramifications from the COVID-19 pandemic. Businesses, education, health, transportation systems and traditional festivals, among others have been severely affected by protocols put in place to curb the spread of the virus. This notwithstanding, the pandemic also provides an opportunity to chart a new pathway to Ghana's vision of becoming a Democratic, Inclusive, Self-Reliant Developed Country by 2057. This vision is anchored on the objective of the Ghana Beyond Aid Charter which seeks to build a Wealthy, Inclusive, Sustainable, Empowered, and Resilient Ghana (a W.I.S.E.R Ghana).

The Ghana Covid-19 Alleviation and Revitalization of Enterprises Support (Ghana CARES) programme is government's transformative and sustainable response to the COVID-19 pandemic. It is a GH¢100billion comprehensive programme to mitigate the impact of the COVID-19 pandemic, return the country to a sustained path of robust growth. Building stronger institutions to deliver efficient services, providing the necessary infrastructure to support business, improving access to long term finance, building skills to deepen the quality and impact of services, and maintaining financial sustainability are the prime focus areas of the Ghana CARES programme.

Metropolitan, Municipal and Districts Assemblies (MMDAs) have an important role to play in the implementation of the Ghana CARES programme by ensuring that the actions are inclusive, climate smart and consistent with the local aspirations and capabilities. They also must lead the process in mobilising support for the programme, attract investments, as well as build strong and resilient local economies. It is against this background that the National Development Planning Commission (NDPC) in collaboration with the United Nations Development Programme (UNDP) supported five MMDAs to prepare COVID-19 Recovery plans.

NDPC will continue to support MMDAs in developing, implementing, and monitoring development plans that are consistent with the Ghana CARES programme.

UNDP, working with the entire United Nations in Ghana, is committed to supporting efforts to Recover Better Together and continue to offer innovative solutions that chart a more sustainable, more inclusive future for all.

On behalf of our organisations, we want to congratulate Ketu South Municipal Assembly, Sefwi-Wiawso Municipal Assembly, Kassena Nankana West District Assembly, Kumasi Metropolitan Assembly, and the Sagnarigu Municipal Assembly for developing these recovery plans. It is our hope that lessons from these plans will help speed up the COVID-19 recovery process and accelerate progress towards the SDGs and ultimately a WISER Ghana.



Mensah-Abrampa, PhD
Director-General
National Development Planning Commission



Angela Lusigi
Resident Representative
United Nations Development Programme

Executive Summary

The onset of Corona virus has disrupted economic activities in terms of domestic trade, movement of goods and persons, access to educational and social services, employment among others within the Kumasi Metropolis. The Government of Ghana projected that Gross Domestic Product (GDP) would decline from 6.8 to 1.5 percent, under a scenario of partial lockdown. The impact of the virus cascaded from the national to the local economy. KMA experienced a slowdown in economic activities, loss of revenue and an overall impact on implementation of the City Authority's medium-term development plan.

Recognising the impact of Covid-19 on District Assembly's, the National Development Planning Commission (NDPC), with support from the United Nations Development Programme (UNDP) assessed the impact of covid-19 on local businesses, people including the vulnerable groups and social services, infrastructure and governance arrangement that would inform the recovery process for the metropolitan assembly. The preparation of the plan was consulted widely and validated by stakeholders.

The overall objective of the recovery plan is to alleviate the impact of Covid-19 on the people and businesses in the Kumasi Metropolis and enhance resilience against future sudden disruptions. the implementation of the plan will span a 5-year horizon, from 2021 to 2025. The first year proposed actions have been incorporated into the Assembly's Annual Action Plan for implementation.

The recovery plan is guided by the recovery framework, with actions categorized under the four pillars, namely: local economy, people, infrastructure and governance. The assembly has identified actions that are transformative and serves as game changes in building resilience. These include:

1. Support artisans to manufacture machines and equipment for local manufacturing companies
 2. Grow and nurture local businesses through award of government contracts
 3. Encourage peri-urban and urban farming/agriculture by leasing public lands for agricultural purposes
 4. Increase access to internet education and services
 5. Develop local manufacturing capacity to produce spare parts
 6. Invest in broadband internet infrastructure to support uptake of e-commerce at the Central Business District
 7. Save 2% of the IGF into an escrow account to respond to emergency case
 8. Develop protocol for integrating ICT into scheme of operations of the Assembly
- Implementation of recovery strategies is estimated to cost about GHS19.9 million. The sources of funds will include IGF, Public Private Partnership, Development Partners, Global funds and Government of Ghana.

Introduction

Chapter

1

Chapter One:

General Introduction

1.1 Background

The outbreak of the Coronavirus (COVID-19) has impacted countries throughout the world, including Ghana. The first infection was recorded in March 2020 within Greater Accra and later spread to all sixteen regions of the country by mid-year 2020. As of 16th September 2020, Kumasi Metropolis had recorded 3986 cases 43 deaths, and 21 active cases.

The onset of the virus prompted the Government to introduce several preventive measures as well as identify infected individuals and treat them. The preventive measures include closing down of schools, mosques, and churches, ban on social gatherings, social distancing, avoiding handshaking, and vigorous hand-washing campaigns with soaps under running water, among others. To further boost the efforts at curbing the spread of the disease, the President of the Republic directed all national borders closed to human traffic but opened to goods and services; introduced mandatory testing and a fourteen-day quarantine testing of all new arrivals through airports, and a three-week partial lockdown of areas identified hot spots for the spread of the disease (Accra and Kumasi Metropolitan areas).

These measures have had profound effects on the social, economic, environmental, and spatial development of the Kumasi Metropolis. Health professionals and frontline workers have

been provided with Personal Protective Equipment (PPEs). Cooked and raw food items and sanitary items (Hand sanitizers, liquid soap, veronica buckets) are distributed to vulnerable and poor homes while aggressive tracing of people who come into contact with affected persons are conducted. These activities continue to increase the goods and services budget of the Assembly to the disadvantage of capital expenditure.

Despite all the emergency interventions, a critical assessment of both short, and long-term impacts of the pandemic on the Kumasi Metropolis is required to ensure that the appropriate short, medium, and long-term measures are implemented to help “build back better.” This calls for the preparation of a recovery plan. The overall objective of the plan is to accelerate post-COVID-19 recovery in the Kumasi Metropolis, mitigate the effects of the pandemic, and enhance resilience against local and external shocks. The proposed interventions will inform the Action Plan for 2021 and the Medium-term Plan for the Assembly for 2022-2025.

1.2 Incidence of Covid-19 at the National Level

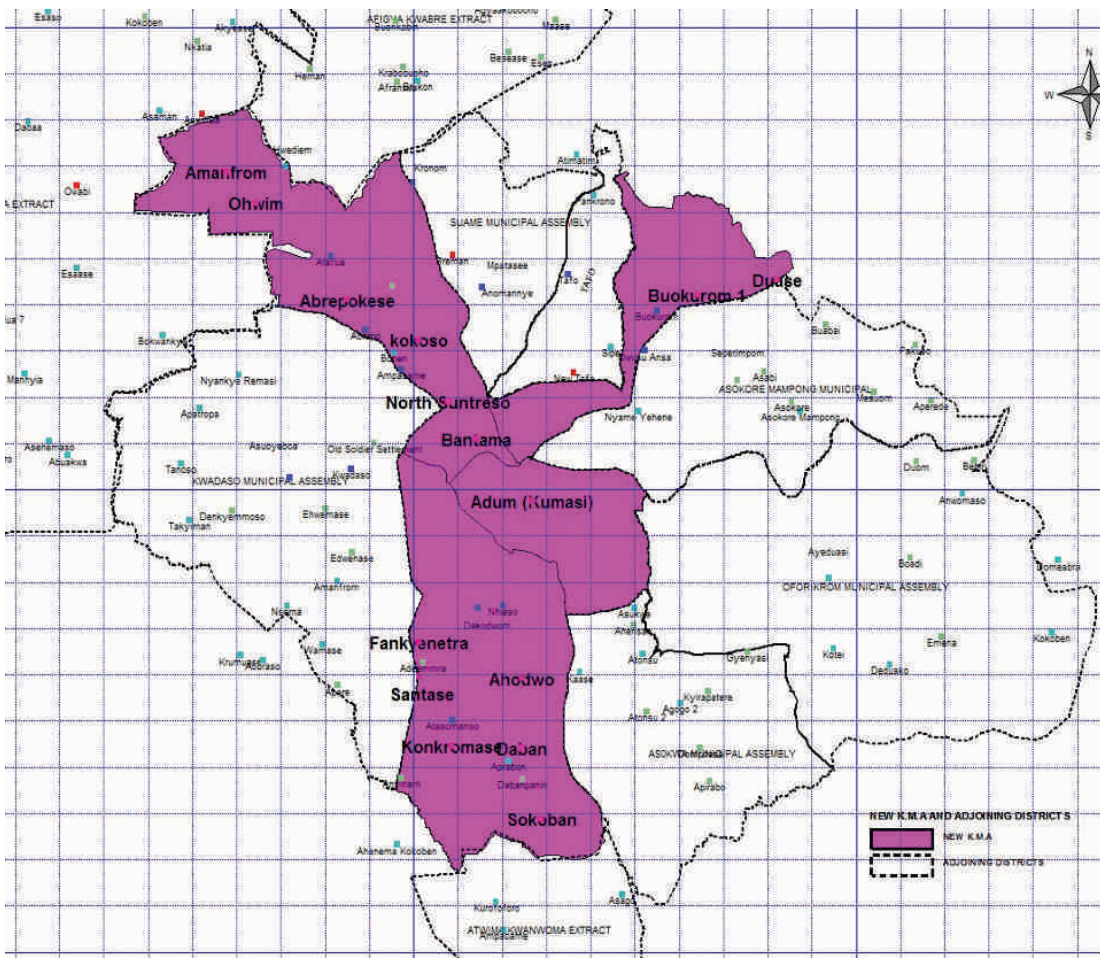
Kumasi is the capital of the Ashanti Region and the second-largest city in Ghana situated 270 kilometers north of the national capital – Accra. The city is 214.3 square kilometers and forms nearly 0.9

percent total land area of the Ashanti Region. The total population of the city as of 2018 was 866,268. This figure is projected to be 988,218 by the year 2021 with an estimated growth rate of 3.9%. A typical daily commuting population to the city for various socio-economic activities is estimated at 2 million.

The economy of Kumasi Metropolis comprises Agriculture, Industry, and Services. Services and commercial activities are the predominant drivers of

the economy and serve as key sources of revenue for the Assembly. The strategic location of the city (Refer to Figure 1) as a major transit point for goods and services between northern and southern parts of the country explains the dominance of retail and wholesale trading, which are mostly concentrated at the Central Business District (Kejetia/Central Market). Agricultural activities have been going down due, in part, to competing interests of land for commercial and industrial uses.

Figure 1: Map of Kumasi Metropolis



Source: Kumasi Metropolitan Assembly

1.3 Why We Need To Act

The disruption created by the virus has negatively impacted economic activities in terms of domestic trade, movement of goods and persons, access to educational and social services, employment among others. The Government of Ghana has projected in the mid-term budget review that Gross Domestic Product (GDP) growth would decline from 6.8 to 0.9 percent, as a result of disruptions created by the virus.

The pandemic has affected business operations in the Kumasi metropolis and the Assembly is expected to lose about 30% of its projected revenue for 2020. This is as a result of temporary closure of markets, schools, pubs, drinking spots, restaurants, and national/international borders.

This expected revenue shortfall will have implications for the implementation of programmes and activities outlined in the annual action plan for 2020. Some capital expenditures releases had to be reallocated to cater for Covid-19 related expenses and therefore limiting the service delivery to the populace. For instance, procurement processes were about to commence for the construction of a police station at Asafo as well as the rehabilitation of some selected roads at Kumasi but all had to be shelved to use the allocation to support covid-19 activities. Meanwhile, a reduction in socio-economic infrastructure provision impedes economic growth and job creation. This trend is likely to continue for some years ahead should we fail to develop and implement mitigation measures.

It is in this vein that Kumasi Metropolitan Assembly has partnered with the National Development Planning Commission (NDPC) and the Ministry of Finance (MoF) with support from the United Nations Development Programme (UNDP) to prepare a comprehensive Covid-19 Recovery Plan to mitigate the effects enhance resilience against future local and external shocks.

1.4 Guiding Principles

The Recovery Plan should be guided by four fundamental principles consisting of community approach, inclusiveness, phased approach and sustainability.

Community Approach – For any institution to recover, it will require the participation and collaboration of all its stakeholders (people, businesses, etc.). Thus, all proposals and actions should have the involvement of all stakeholders with clearly outlined responsibilities.

Inclusiveness – Special emphasis must be placed on consultation and engagement of marginalized groups throughout the process. The elderly, persons with disability, homeless and other most vulnerable groups must be engaged to at the planning, design and implementation stages to ensure adequate consideration for their needs.

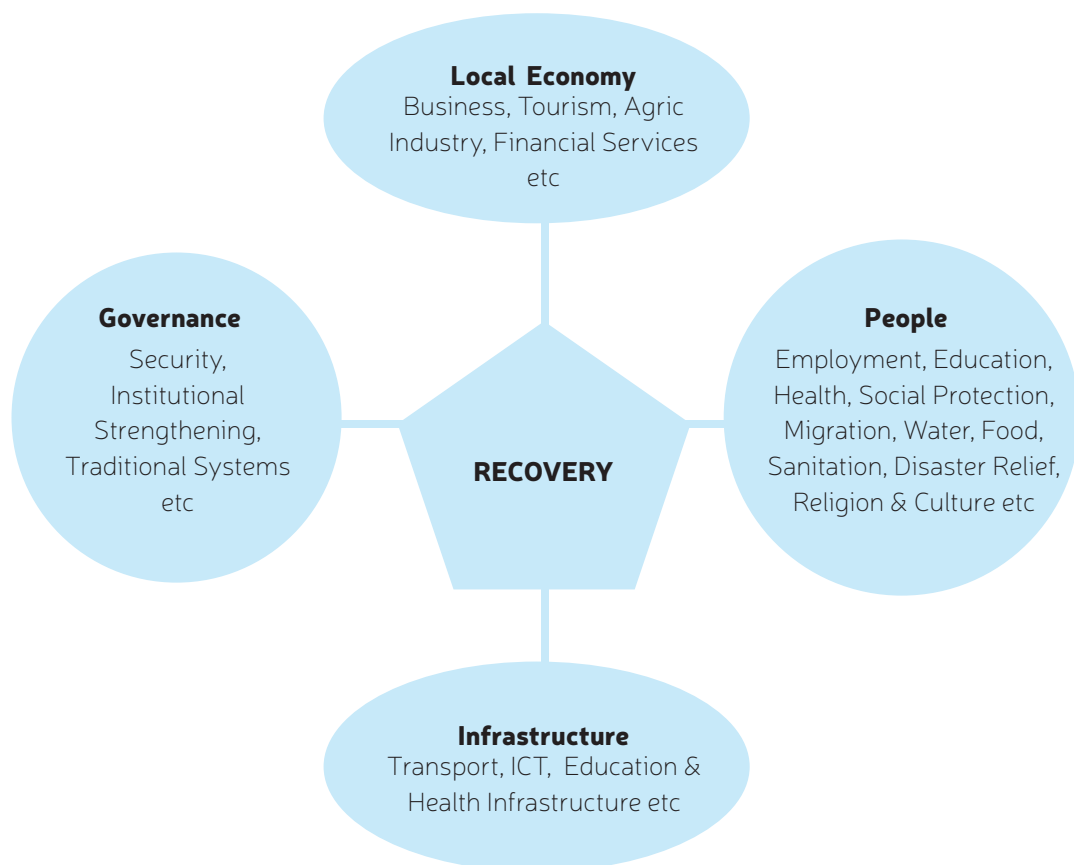
Phased Approach – Actions for recovery can be short-, medium-, and long-term. Thus, it is important to prioritise and systematically phase out the implementation of the recovery plan. This provides opportunities to identify and implement improved changes.

Sustainability – Actions implemented should be owned by stakeholders, have a lasting impact and while conforming to sound environmental, social, cultural and economic values without compromising benefits for future generations.

1.5 Recovery Pillars

The recovery plan was based on the recovery framework developed by NDPC. The framework based on assessment of global and local conditions, identified four interconnected pillars to underpin the recovery. These are the Local Economy, People, Infrastructure, and Governance (see Figure 2). These pillars are within Ghana's existing development aspirations documented in the Coordinated Programme of Economic and Social Development Policies, Medium-term National Development Policy Framework, Ghana@100 long-term Development Framework and the Ghana CARES (“Obatanpa”) programme.

Figure 2: Recovery Pillars



Source: NDPC, 2020



a. Local Economy

This pillar should encompass all the key aspects of the productive economy necessary for recovery. Some of the illustrative elements include revenue, businesses and financing mechanisms. It should also support diverse livelihood opportunities, including access to business investment.



b. Infrastructure

This pillar should enhance the infrastructure base of the jurisdiction. This would enhance socio-economic development. The infrastructure proposals should consider robustness to absorb shock or stress situations. In particular, water supply, power distribution, solid waste management; information communication technology; and transportation systems that enable the flow of goods, services and people.



c. People

This pillar should enhance the health and well-being of everyone living and working in the jurisdiction. It should ensure access to essential services for its people and consider the vulnerable. It should also support diverse livelihood opportunities, including access to social welfare and should focus on values, mindset and attitudinal changes that create the condition for pursuing development, rather than on a list of projects that Government is to implement.



c. Governance

This pillar should address the issues of institutional strengthening, policy making and legislations, community engagement, leadership, among others. It should consider effective leadership that promotes trust, unity and a shared understanding of the trajectory. It should also enhance citizen participation and consider inclusiveness in development at both rural and urban levels.

How We Did It & What People Said

Chapter

2

Chapter Two:

How We Did It And What People Said

2.1 Introduction

This study was conducted using a mixed-method approach in understanding the current situation and eliciting perspectives of the impacts of Covid-19 and recommended actions recovery. The details of the methodology and findings are discussed in this chapter.

2.2 How We Did It

The methodology employed a mixed-method approach to carry out the study. The processes included desk review, stakeholder consultation, and key informant interviews, as well as validation and launch of the plan.

2.2.1 Desk Review

The desk review involved the review of literature on Covid-19, including rapid assessment studies conducted globally and at the country level such as the Covid-19 Business Tracker, frameworks that have guided preparation of recovery plans, and review of recovery plans developed by other institutions. These informed the development of recovery pillars and outline of the guide for the preparation of the KMA recovery plan.

2.2.2 Stakeholder Consultation

Following the desk review, were stakeholder consultations, which brought together private informal and

formal groups, trade associations including beauticians, tailors, small and medium scale enterprises, transport associations, and construction firms. Others included social protection, vulnerable groups including aged, youth groups, persons with a disability, and law enforcement institutions. These were drawn with the aim that the onset of Covid-19 may have impacted severely on their livelihoods and therefore, may be a source of primary information needed for analysis. Stakeholders were clustered into four pillars of the framework for preparing a recovery plan, namely, Local Economy, Infrastructure, People, and Governance. The scope of the discussions focused on the extent of COVID-19 impact, losses, and potential losses due to impacts, and sectors of the local economy or the pillar severely affected.

2.2.3 Key Informant Interview

As a complement to the stakeholder consultations, the key informant interview was conducted with the Metropolitan Director of Planning to assess and solicit ideas to better understand the district's preparedness to recover, withstand, and become better post Covid-19 restrictions and future emergencies.

2.2.4 Stakeholder Validation and Launch of the Plan

The draft recovery plan prepared by the technical team was subjected to

stakeholder validation. The plan was reviewed by the stakeholders, their inputs were synthesized and incorporated in finalizing the plan. Similarly, the Metropolitan Plan Coordinating Unit was consulted on the final plan for their input. The General Assembly considered the final plan and adopted it for implementation. Following the validation process, the approved recovery plan was launched to publicise and commit duty bearers to implement the plan.

2.3 What did People Say?

Participants indicated that Covid-19 had impacted negatively on their businesses and livelihoods, the resilience of the state of infrastructure, people, and social services and the ability of public

institutions to function effectively. The key issues raised under the main pillars are as follows:

2.3.1 Local Economy

Notable among the issues raised in the area of the local economy were loss of capital and reduced income, exacerbated by low turnout of clients and panic withdrawals from microfinance institutions. The situation was also characterised by hikes in prices of goods at the market, especially food-related commodities. These had contributed to a general slowdown of business activities, which impacted negatively on revenue generation by the Assembly. Manufacturing activities, especially small scale industries had not realised their full potential with the skill base created by the small scale artisanal hardware fabrication industry. In terms of trade, an



increase in prices of imported spare parts was raised as key issues affecting local businesses.

2.3.2 Infrastructure

The state of infrastructure was considered by the stakeholders. Key issues raised were the poor state of educational infrastructure, which does not support Covid-19 protocols. This was coupled with poor internet infrastructure, which limits the uptake and application of the internet to households and businesses. In addition to the poor internet infrastructure was the issue of limited internet education and technical know-how, which works against the uptake of e-commerce potential of the metropolis.

2.3.3 People

The syndicate group for People assessed the health and well-being of

the inhabitants living and working in the jurisdiction. Their discussions pointed to the fact that private school teachers were experiencing reduced and non-payment of salaries, which reflects the limited support for private schools by the government; stigmatization of Covid-19 patients and health workers, and increasing health facility expenditure on personal protective equipment's consumables. Other issues raised include ineffective communication of Covid-19 messages to the Blind and Deaf and the phenomenon of physically disabled persons been denied from boarding private commercial buses.

2.3.4 Governance

The assessment on governance cut across institutional strengthening, policy-making and legislation, community engagement among



Photo Credit: news.un.org

others. Key issues raised included difficulty in working from home due to the absence of remote workstations to enhance the adaptability of employees of the assembly, reallocation of capital expenditures to address Covid-19 relief measures causing a drain on the already reduced level of revenue for the assembly, and delays in justice delivery. Weak inter-municipal coordination was also identified as a critical issue for the emergency response given the interconnected nature of the Greater Kumasi Metropolis.

2.4 Summary of Key Issues

The summary of key issues raised by the stakeholders consulted included:

Local Economy

1. Loss of capital
2. Low turnout of clients
3. Reduction in income
4. Low level of support for the manufacturing of artisanal equipment

Infrastructure

1. The poor state of educational infrastructure to ensure covid-19 protocols
2. Poor internet/ network connectivity in some areas
3. Limited internet education and technical know-how

People

1. Reduced and non-payment of salaries of teachers in private schools
2. Stigmatisation of Covid-19 patients
3. Exposure of health workers to Covid-19
4. Increase health facility expenditure on PPE consumables
5. Ineffective communication of Covid-19 messages to the Blind and deaf
6. Refusal of physically disabled persons from boarding commercial buses

Governance

1. Absence of remote workstations
2. Reduction in revenue generation
3. The drain of Covid-19 Relied measures on Assembly's income
4. Delays in the delivery of justice
5. Weak inter-municipally coordination

What Should be Done

Chapter

3

Chapter Three:

What Should Be Done

3.1 Introduction

This section highlights suggested actions to address issues identified during following impact of the corona virus. These proposed interventions have been classified into short, medium, and long-term, and also assigned responsible institutions to lead and collaborate in implementation to achieve the objective.

3.2 The General Goal

The general goal of the plan is to alleviate the impact of COVID-19 on the people and businesses in the Kumasi Metropolis and enhance resilience against future emergencies. The plan is the blueprint to facilitate the implementation of certain interrelated actions within short to long term period to bring relief to the general public and restore the state of affairs pre-Covid-19 pandemic and become resilient. The policy objectives and actions proposed are discussed as follows, under the main pillars:

Overall Objective:

to build back better from the impact of COVID-19, boost Local Economic Development (LED) and build resilience against local and external shocks

Specific Objectives:

Economy Pillar:

Support local business, boost economic activities and build a resilient and inclusive local economy.

Infrastructure Pillar:

Develop critical infrastructure to improve access to and effectiveness of social-economic services.

People Pillar:

Improve health and well-being, training, skills development and support for vulnerable and disadvantaged groups.

Governance Pillar:

Build efficient and transparent systems to promote peace, security, and accountability.

3.2.1 Local Economy

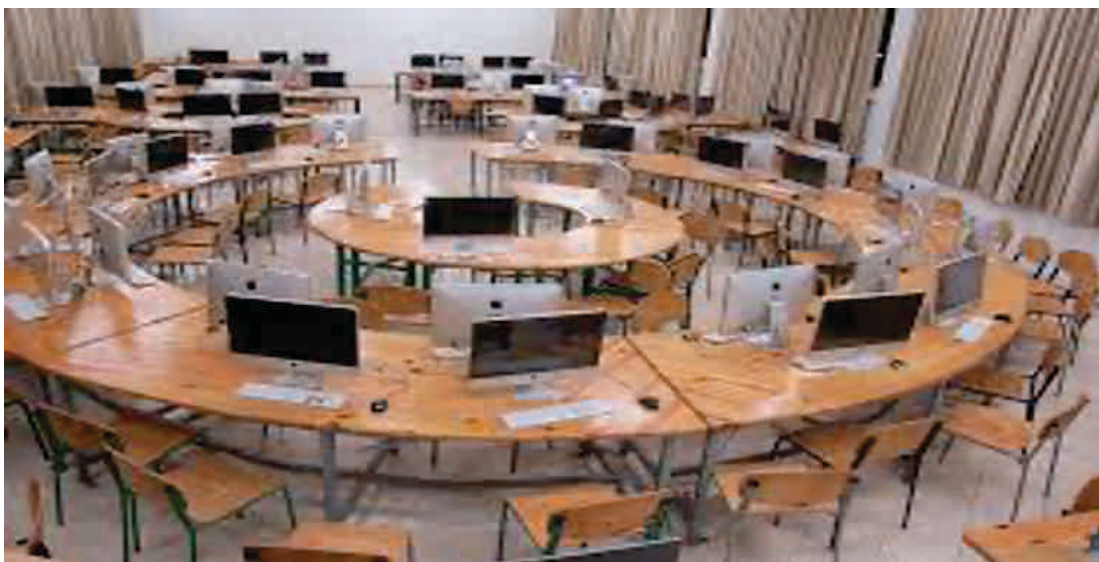
The objectives proposed to achieve outcomes in the local economy is to provide financial support for informal workers contributing to the local economic growth, strengthen local manufacturing with equipment, expand social security to cover private informal local businesses, ensure standardization of business operations of trade associations and provide storage facilities in market areas to store excess farm produce to control prices of goods in the market. The proposed actions to achieve the objectives include providing financial stimuli for struggling



businesses, educate various association members on financial planning and investments, support artisans to enable them to manufacture machines and equipment for local industrial companies, provide guidelines for operations of trade association including hairdressers and beauticians and encourage peri-urban and urban farming/agriculture by leasing public lands for agricultural purposes.

3.2.2 Infrastructure

The infrastructure group proposed the objective of investing in educational infrastructure, including technical and vocational education, expand educational stimuli package to cover private school operations, increase access to internet infrastructure, connectivity, and education. The proposed actions to achieve the objectives include upgrading the quality



of educational infrastructure to make it resilient to health pandemics, bridge the funding gaps between private and government schools, implement a programme to ensure the internet for all, and increase access to internet education and literacy.

3.2.3 People

The people group discussions focused on social services including education, health, water and sanitation, marginalized groups among others. The proposed objectives were aimed to expand public education on Covid-19, create employment opportunities for the youth, increase access to Covid-19 education in all forms, particularly for the deaf and blind. The proposed actions to achieve the objectives include developing advocacy and campaign programmes to educate and sensitize citizens on stigmatization, training the youth in entrepreneurial and alternative means of gainful employment, and developing Covid-19 educational materials in braille.



3.2.4 Governance

In order to address the key issues in the governance pillar, the proposed objectives were to develop systems that are ICT friendly to enhance and facilitate good governance, enhance the capacity of public and private institutions to adequately resource and enhance social support systems for the vulnerable and marginalized. Actions to achieve the proposed objectives include developing protocols for ICT systems used in public institutions, invest in functional ICT systems that could effectively respond to health pandemics, preparation of emergency response teams across all institutions, redirecting corporate bodies into funding public institutions, and reducing bureaucratic procedures in the release of emergency relief funds.

3.3 Matrix on What Should Be Done

The objectives and actions proposed by stakeholders have been populated in Table 3.1, to express what should be done, when it should be done, cost estimates, sources of funding, and who should lead in implementation among others.

Table 1: Matrix on What Should Be Done**Pillar I: Local Economy****OBJECTIVE:** Support local business, boost economic activities and build a resilient and inclusive local economy

Proposed Interventions/Actions	Proposed Interventions/actions		Financial Requirement		Implementation Arrangement	Type of measure (relief, recovery, transformative etc.)
	Short	Medium	Cost	Source		
Provide financial stimuli for struggling businesses with potential to create jobs	✓	✓	2,000,000.00	UNDP, DPs GOG, KMA	NBSSI, KMA	Relief
Educate MSMEs to utilise the available online platform to market their products	✓	✓	400,000.00	UNDP, DPs GOG, KMA	NBSSI, KMA	Recovery
Educate various Association Members on financial planning and investments		✓	200,000.00	UNDP, DPs GOG, KMA	NBSSI, DP GOG	Recovery
Facilitate the establishment of factories under the 1D1F Programme		✓	200,000.00	UNDP, DPs GOG, KMA	KMA, MOTI	Transformative
Support artisans to enable them manufacture machines and equipment for local manufacturing companies		✓	2,000,000.00	UNDP, DPs GOG, KMA	NBSSI, DP GOG	Transformative
Organize bi-annual platform for engaging private formal and informal on the growth of local businesses	✓		10,000.00	UNDP, DPs GOG, KMA	KMA	Transformative
Facilitate the enrolment of private informal business owners into social security schemes such as SSNIT		✓	20,000.00		NBSSI, DP GOG	Relief
Register trade associations under the Association of Small-Scale Enterprises to increase their capacity to bid for big contracts	✓	✓	50,000.00		GOG DP	Recovery
Grow and nurture local businesses through award of government contracts	✓	✓		GOG KMA	KMA	Resilient

Proposed Interventions/Actions	Proposed Interventions/actions		Financial Requirement		Implementation Arrangement	Type of measure (relief, recovery, transformative etc.)
	Short	Medium	Cost	Source		
Encourage peri-urban and urban farming/agriculture by leasing public lands for agricultural purposes	✓	✓	20,000.00		GOG DP	Transformational
Develop local manufacturing capacity to produce spare parts	✓	✓	1,000,000.00	Ministry of trade and Industry	GOG DP	Transformational
Sensitize the trade Associations members to insure their businesses	✓	✓	30,000.00	KMA	Dps	Recovery
Subtotal			5,930,000.00			

Pillar II: People

OBJECTIVE: Improve health and well-being, training, skills development and support for vulnerable and disadvantaged groups.

Improve health care services through telemedicine	✓	✓	200,000.00	MOH, KMA, UNDP	KMA	Transformational
Support deaf and blind to acquire modern technological gadgets to facilitate their learning and education	✓	✓	50,000.00	DP, UNDP, World Bank	KMA	Relief
Increase PWDs fund with IGF to provide employable skills and start up tools	✓	✓	1,000,000.00	KMA	KMA	Transformational
Integrate PWDs into formal public schools to obtain employable skills	✓	✓	5,000.00	KMA	KMA	Transformational
Establish adolescent reproduction health centre		✓	700,000.00	UNDP, MOH	KMA	Mitigation
Support and re-integrate teenage pregnant girls back to school		✓	30,000.00	MoGCSP DP	KMA	Mitigation
Increase access to internet education and services		✓	500,000.00	Ministry of Communication	GOG, Private Sector	Transformational

Proposed Interventions/Actions	Proposed Interventions/actions		Financial Requirement		Implementation Arrangement	Type of measure (relief, recovery, transformative etc.)
	Short	Medium	Cost	Source		
Provide financial stimuli for struggling businesses with potential to create jobs		✓	20,000.00		GOG DP	Recovery
Develop advocacy plans and campaign programs to educate and sensitize citizens on stigmatization against Covid-19 infected people	✓	✓	100,000.00		GOG DP	Recovery
Explore support mechanism for private health facilities, including workers		✓	500,000.00		GOG DP	Recovery
Train the youth in entrepreneurship and alternative means of gainful employment		✓	1,000,000.00		GOG DP	Relief
Sensitize the youth to take advantage of the government job creation interventions including, NEIP, Planting for food and jobs etc		✓	1,000,000.00		GOG DP	Transformational
Subtotal			5,105,000.00			

Pillar III: Infrastructure

OBJECTIVE: Develop critical infrastructure to improve access to and effectiveness of social-economic services.

Expand access to food storage warehouses	✓	✓	1,000,000.00		GOG DP	Transformational
Invest in broadband internet infrastructure to support uptake of e-commerce at the Central Business District		✓	1,000,000.00	DP, UNDP, World Bank	Ministry of Communication	
Expand existing KMA Clinic and Mooshie Zongo Health Centre	✓	✓	2,000,000.00	DP, UNDP, World Bank	KMA	Resilient
Construct rehabilitation centre vulnerable groups in Kumasi	✓	✓	1,000,000.00	DP, UNDP, World Bank	KMA	Mitigation

Proposed Interventions/Actions	Proposed Interventions/actions		Financial Requirement		Implementation Arrangement	Type of measure (relief, recovery, transformative etc.)
	Short	Medium	Cost	Source		
Construct infectious disease control centre at Suntreso Hospital	✓	✓	100,000.00	DP, UNDP, World Bank	KMA	Resilient
Construct big cold rooms to store perishable products	✓	✓	500,000.00	DP, UNDP, World Bank	KMA	Mitigation
Initiate renewable energy projects to ensure reliable power supply	✓	✓	1,000,000.00	DP, UNDP, World Bank	KMA	Resilient
Subtotal			7,500,000.00			

Pillar IV: Governance

OBJECTIVE: Build efficient and transparency systems to promote peace, security and accountability.

Reduce bureaucracies in the release of funds for emergency relief programs	✓	✓		KMA	KMA	Resilient
Save 2% of the IGF into an escrow account to respond to emergency case		✓		KMA	KMA	Resilient
Develop protocol for integrating ICT into scheme of operations of the Assembly	✓	✓	400,000.00	UNDP, DP	KMA	Resilient
Invest in functional ICT systems in response to all pandemic	✓	✓	40,000.00	UNDP, DP	Dps, NCA, GOG	Resilient
Institutionalise emergency response teams across all institutions	✓	✓	50,000.00	UNDP, DP	DP, KMA, NADMO	Resilient
Subtotal			490,000.00			
Monitoring and evaluation of the plan			951,250.00			
Total Budgeted Amount			19,976,250.00			

3.4 Game Changers for Recovery

The following initiatives have been identified as game changers for recovery of the Metropolis from the impact of Covid-19:

1. Support artisans to manufacture machines and equipment for local manufacturing companies
2. Grow and nurture local businesses through award of government contracts
3. Encourage peri-urban and urban farming/agriculture by leasing public lands for agricultural purposes
4. Increase access to internet education and services
5. Develop local manufacturing capacity to produce spare parts
6. Invest in broadband internet infrastructure to support uptake of e-commerce at the Central Business District
7. Save 2% of the IGF into an escrow account to respond to emergency case
8. Develop protocol for integrating ICT into scheme of operations of the Assembly

How To Finance The Actions

Chapter

4

Chapter Four: How To Finance The Actions

4.1 Introduction

This chapter discusses strategies required to ensure that proposed actions in the plan are implemented to achieve the goal for recovery.

4.2 Financing Strategy

The financing strategy is a critical aspect of the recovery plan as it sets out how funds and investments required to achieve the MMDAs development objectives will be mobilized and aligned. The financing strategy for Kumasi Metropolitan Assembly provides the needed solutions on how the funds and investment required to achieve development objectives are mobilized and aligned. This financing strategy seeks to:

- consolidate existing revenue sources;
- attract and sustain private sector investments;
- mobilize and sustain Development Partner investments;
- enhance Philanthropic financing; and
- improve diaspora cooperation for development financing.

The Assembly currently has a Revenue Improvement Action Plan (RIAP) which seeks to increase revenue from all sources to support the implementation of programmes and projects. The RIAP operates within the following legal environment:

- i. Public Financial Management Act, 2016 (Act 921);
- ii. Public Financial Management Regulations, 2019 (L.I. 2378);
- iii. The Financial Administration Act, 2003 (Act 654);
- iv. The Budget Statement and Economic Policy;
- v. Digital Financial Policy;
- vi. Local Governance Act, 2016 (Act 936) section 122 – 174 which outlines the “Financial matters of District Assemblies”;
- vii. Assembly Bye-laws and fee fixing resolutions.

The objectives of the current RIAP focuses on IGF financing and does not address the trade-offs between policies and regulations, private sector investment, the protection of businesses and Development Partner financing amongst others. Additionally, the RIAP does not:

- I. Contain an implementation plan matrix;
- ii. Show the diagnostics of financing sources;
- iii. Demonstrate evidence of inventory that properly identifies taxpayers within the district;
- iv. Consider the trade-off analysis in revenue sources.
- v. Contain strategies for mobilizing resources and investments from Private Sector, Development

Partners and other innovative financing sources.

In the medium term, Kumasi Metropolitan Assembly intends to explore specific strategies that simultaneously expand revenue while at the same time spur private sector investment in the metropolis. The key to any financing strategy at the local assembly level is to ensure close cooperation between all spheres of government – local and central – as well as cooperation between local government, the private sector, civil society, Development Partners and the diaspora amongst others. It is evident that financial resources at the assembly level are always likely to be constricted, making imperative that these scarce resources are utilized in the most effective manner to promote inclusive SDGs aligned strategies that addresses the real needs of the local community.

The key components of the financing strategy are discussed below.

4.2.1 Consolidate existing revenue sources

In consolidating existing revenue strategies, the Metropolis will seek to improve efficiency and expand its revenue collection bracket within the existing legal provision. This will be done through registration of properties and businesses, undertake a review of the tax rates in relation to the transformative direction in view to ensure maximizing the trade-offs, and strengthening revenue capacities. Specifically, the Metropolitan Assembly will seek to:

- a. Improve tax collection mechanisms through
 - building capacity of tax collectors to maximize tax revenue;
 - establishing an electronic and geo-reference inventory that properly identifies potential taxpayers (businesses, individuals, properties among others) within the metropolis;
 - promoting an electronic system of revenue collection;
 - provision of incentives to encourage the prompt payment of fees, royalties, and tax administration in the assembly;
 - enforcement of punitive measures for tax non-compliance.
- b. Enhance communication, advocacy and dissemination strategies through
 - Training of tax/fee collectors in communication and presentation skills to address beckoning questions from taxpayers
 - Continuous public education on tax responsibilities to encourage the general populace to perform their tax obligations in partnership with CSOs and other stakeholders.

4.2.2 Attract and maintain Private Sector investments

- a. The Metropolitan will prepare and package projects to suit the criteria for private sector investors. This process will involve
 - developing a portfolio of bankable projects;

- partnering with other assemblies with similar needs to improve the viability of their projects;
 - building capacities to design, deliver and evaluate bankable projects.
- b. In seeking to attract the private sector, the efforts will also focus on establishing SDG Investor Maps as an input for SDGs investment fair, which will provide investment opportunities that will be linked to private sector investors. An SDG Investor Map, as a piece of market intelligence, will help private investors (funds, financiers and corporations) identify investment opportunities and business models that advance the SDGs. The Maps provide the insight and tools needed by the private sector to increase their investments towards the SDGs. They make a significant contribution to filling the financing gap by mobilizing private capital for the SDGs.
- c. Private-Public-Partnership (PPP) can also be appropriate financing mechanisms in collaborating with the private sector. In utilizing the opportunities presented by PPPs, KMA can make use of Special Purpose Vehicles (SPVs) to finance the metropolis' development aspirations through:
- Initiation of programs which are suited for PPP execution. For instance, the development of market squares, farming partnerships among others.
 - Creation of community businesses emergency funds.

4.2.1 Attract and sustain development partner investments in the metropolis

Globally, there are a number of international development agencies, both bilateral and multilateral, that are actively supporting reform and development programmes within various sectors with a view to develop the necessary human resource base that will effectively and efficiently deliver public services. While a number of them are geared towards addressing public policy and regulatory constraints, there are others with a focus geared towards attracting private sector financing for critical areas of development including infrastructure. Some of these include Emerging Africa Infrastructure Facility, GuarantCo, USAID Development Credit Authority, Community-Led Infrastructure Finance Facility and the Slum Upgrading Facility. There are also others which focus on assisting local governments in developing city development strategies and city-wide upgrading programmes (eg Cities Alliance and UN-Habitat).

4.2.2 Philanthropic Financing

A number of philanthropic organizations are emerging in many parts of the world which were traditionally considered as purely "aid recipient" countries. Within the Philanthropic landscape, many organizations are now focusing on working directly with specific local authorities and avoiding the traditional modes of working through CSOs. There is also 'community philanthropy' which seeks to gain the support of community members to leverage community

resources for purposes of improving the quality of life. Philanthropies provide funding through traditional call for proposals. Kumasi Metropolitan Assembly can build capacity in the requisite approaches to attract philanthropic funding. These capacities can be in proposal writing aimed at dealing with specific challenges within the metropolis.

4.2.3 Diaspora Financing

Traditionally, diaspora resources have been viewed as on-going financing capital at the micro level to be utilized mainly for purposes of consumption. In recent years, while recognition of the role of the diaspora in development has grown coupled with the fact that

members of the diaspora are seen as important development stakeholders, they are still not viewed as significant social investors by local authorities.

This situation presents a unique missed opportunity for local authorities to harness and scale up diaspora investments for socio-economic growth especially given the scale and magnitude of current financing gaps.

The Kumasi Metropolitan Assembly will consider setting up a diaspora fund which will provide an opportunity for members of the communities living in the diaspora to contribute to the fund. In addition, the Kumasi Metropolitan Assembly will consider setting up and facilitating investment opportunities for the diaspora.

How Do We Implement The Plan And Know We Have Succeeded?

Chapter

5

Chapter Five:

How Do We Implement The Plan And Know We Have Succeeded?

5.1 Introduction

All Stakeholders responsible for the implementation of the programmes and projects outlined in this blue print should demonstrate, through evidence-based information, that these interventions are having the desired impacts in terms of positively transforming the lives of all targeted beneficiaries. In the context of good public sector governance, the application of Monitoring and Evaluation (M&E) tools in the implementation of this plan are to generate reliable and accurate information to help the city authorities and the larger the external stakeholders as well the central government to assess the progress towards resilience.

5.2 Indicators for Monitoring the Plan/Results Matrix

To ensure that the desired future state being envisaged is achieved, there is the need to develop indicators on the proposed interventions to be implemented over the plan period. It is necessary that these indicators are constantly monitored and adjustments made accordingly to remain focused on the achievement of the desired objectives. The selection of indicators was based on the stated objectives and proposed projects and activities to be implemented. The indicators were categorised into input, output, outcome, and impact in relation to the adopted pillars. The output indicator measures the activities to be performed on the project, the input indicator measures the financial, and human resources needed for the implementation of the project. Similarly, outcome and impact indicators measure the effect of the intervention on the lives of the people within the metropolis. These indicators have been disaggregated, where possible, into age, gender, location and among others. Table 4.1 presents the monitoring indicators, baselines and targets in short, medium and long-term periods

Table 2: Monitoring matrix**Local Economy** (OBJECTIVE: Support local business, boost economic activities and build a resilient and inclusive local economy)

Indicators	Indicator Type	Indicator Definition	Baseline 2020	Targets					Monitoring Frequency	Responsibility
				2021	2022	2023	2024	2025		
No. of businesses benefitted from stimuli package	Inputs	Count of businesses that have benefitted from the stimuli package per annum	4773	✓	✓	✓	✓		Annually	KMA/NBSSI
No. of MSMEs that have joined online marketing platforms	Output	Count of MSME's that have joined online marketing platforms per quarter	5	✓	✓	✓	✓			
No. of Association Members trained	Outputs	Count number of association members that participated in the training per quarter	3	✓	✓	✓	✓		Annually	KMA/NBSSI
No. of 1D1F factories established	Outputs	Count of 1D1F factories established per annum	-	✓	✓	✓	✓			
No. of Artisans equipped	Outputs	Count of artisans equipped to manufacture machines & equipment annually	-			✓	✓	✓	Annually	ASSE/NBSSI
No. of engagements with the private sector	Outputs	Count of private sector engagements organized bi-annually	2			✓	✓	✓		
No. of Private Informal business registered with SSNIT	Outputs	Count of private informal business registered with SSNIT quarterly	10				✓		Annually	NBSSI/KMA

Indicators	Indicator Type	Indicator Definition	Baseline 2020	Targets					Monitoring Frequency	Responsibility
				2021	2022	2023	2024	2025		
No. of new trade associations registered under Association of Small-Scale Enterprises	Outputs	Count and categorise new trade associations registered under the Small-Scale Enterprises annually	2	✓	✓	✓	✓		Annually	NBSSI/KMA
No. of businesses identified and trained	Output	Count of businesses identified and trained on how to position their businesses to win contracts	-	✓	✓	✓	✓			KMA/NBSSI
No. of Acres of Public lands released for urban farming purposes	Output	Measure of acres of land released for urban farming/agriculture	-	✓	✓	✓	✓			KMA/NBSSI
No. of local companies assisted to produce car parts	Outcome	Count of local companies that received the assistance	-				✓	✓	Annually	KMA/NBSSI
No. of traders insured their businesses	Outcome	Total number of traders sensitized to insure their businesses	-			✓	✓	✓	Annually	KMA/NBSSI

People (OBJECTIVE: Improve health and well-being, training, skills development and support for vulnerable and disadvantaged groups)

No. of people accessing healthcare services through telemedicine	Output	Count of people accessing healthcare services through telemedicine	-					✓	Quarterly	KMA/GHS
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Indicators	Indicator Type	Indicator Definition	Baseline 2020	Targets					Monitoring Frequency	Responsibility
				2021	2022	2023	2024	2025		
No. of Covid-19 educational materials developed in braille for the deaf and blind	Output	Count of educational materials developed in braille for the deaf and blind	-		✓	✓	✓			KMA/ Ministry of Children Gender and Social Protection
No. of PWDs provided with employable skills and start up tools	Output	Count of the number of PWDs that received the skills and start up tools	31			✓	✓	✓	Annually	KMA/NBSSI
No. of Artisans equipped	Output	Total amount of IGF added to the PWD fund expressed as a percentage of total PWD funds	-			✓	✓	✓	Annually	KMA
No. of deaf and blind supported to acquire modern technological gadgets	Output	Total number of deaf and blind Supported to acquire modern technological gadgets to facilitate their learning and education	-			✓	✓	✓	Annually	KMA/Dept of Social Welfare
No. of adolescent reproduction health centres constructed	Output	Count of adolescent reproduction health centres constructed by the end of the plan period	-	✓	✓	✓	✓		Annually	KMA/ Ministry of Children Gender and Social Protection
No. of teenage pregnant girls supported and reintegrated back to school	Output	Count of teenage pregnant girls supported and reintegrated back to school	2	✓	✓	✓	✓	✓	Annually	KMA
% change in the use of internet in teaching	Outcome	Number of new users of internet for teaching expressed as a percentage over base year	-				✓	✓	Annually	KMA

Indicators	Indicator Type	Indicator Definition	Baseline 2020	Targets					Monitoring Frequency	Responsibility
				2021	2022	2023	2024	2025		
No. of private schools supported	Output	Count of private schools that received support	-				✓	✓	Annually	KMA/GES
No. of advocacy plans and campaign programs developed	Output	Count of advocacy and campaign programs developed	-				✓	✓	Annually	KMA
% reduction of stigmatization against COVID-19 people	Outcome	% decrease of stigmatization against COVID-19 people	-	✓	✓	✓	✓		Annually	KMA/GHS
No. of support mechanisms identified to support private health facilities	Output	Count of support mechanisms identified to support private health facilities that received support	-				✓	✓	Annually	KMA/GHS
% change in the frontline workers using standard PPEs	Output	% increase in the number of frontline workers using standard PPEs	-	✓	✓	✓	✓	✓	Annually	KMA/MOTI
No. of training programmes organised for the youth	Output	Count of youth training programmes organised quarterly	2	✓	✓	✓	✓	✓	Annually	KMA
No. of sensitization programs organized		Count of sensitization programs organized for the youth to take advantage of the Gov't job creation interventions	2	✓	✓	✓	✓	✓		KMA
No. of youth benefitted from gov't job creation initiatives	Output	Count of number of youth who benefitted from gov't job creation initiatives	6,871	✓	✓	✓	✓			KMA

Infrastructure (OBJECTIVE: Develop critical infrastructure to improve access to and effectiveness of social-economic services)

Indicators	Indicator Type	Indicator Definition	Baseline 2020	Targets					Monitoring Frequency	Responsibility
				2021	2022	2023	2024	2025		
No. of food storage warehouses constructed	Output	Count of warehouses constructed by the government at the end of the plan period	-				✓	✓	Annually	KMA/ MOFA
% of farmers accessing storage warehouses	Outcome	Number of new farmers accessing storage warehouses expressed as a percentage over farmers accessing storage warehouses as of the base year	30%				✓	✓		KMA/MOFA
Size of Broadband Internet installed at the CBD	Output	Measure of Bandwidth provided at the CBD per hour to traders	-				✓	✓	Annually	KMA
No. of wards and ancillary facilities added to the existing health centres	Output	Count of wards and ancillary facilities added to the existing health centres by the end of the plan period	-				✓	✓	Annually	KMA /GHS
No. of Rehabilitation Centres constructed	Output	Count of Rehabilitation Centres constructed for Vulnerable groups in Kumasi at the end of the plan period	-				✓	✓	Annually	KMA/Dept of Social Welfare
No. of private schools supported by gov't	Output	Total number of private schools aided by the government	-				✓	✓	Annually	KMA/GES
% change in the cost of internet data usage	Outcome	% increase in the cost of accessing internet usage	-				✓	✓	Annually	KMA
No. of new health facilities built	Output	Total number of newly built health facilities	-				✓	✓	Annually	KMA /GHS
% change in internet connectivity	Outcome	% increase in accessing internet connectivity	-				✓	✓	Annually	KMA
% change in the use of internet in teaching	Outcome	Count new schools using internet in teaching	-		✓	✓	✓	✓	Annually	KMA/GES

Indicators	Indicator Type	Indicator Definition	Baseline 2020	Targets					Monitoring Frequency	Responsibility
				2021	2022	2023	2024	2025		
No. of local companies assisted to produce care parts	Outcome	Total number of companies producing care parts	-					✓	Annually	KMA/MOTI
No. infectious disease control centres Constructed	Output	Count total number of infectious centres constructed	-			✓	✓	✓	Annually	KMA /GHS
No. of big cold rooms Constructed	Outcome	Count number of big cold rooms to store perishable products constructed	-			✓	✓	✓	Annually	KMA/MOTI
No. of renewable energy projects executed to ensure reliable power supply	Output	Count number of renewable energy projects initiated to ensure reliable power supply	-			✓	✓	✓	Annually	KMA/Ministry of Energy

Governance (Objective: Build efficient and transparency systems to promote peace, security and accountability)

Duration for accessing funds for emergency relief programs	Output	Count of days spent to access funds for emergency relief programs	-				✓	✓		
% of IGF saved in escrow accounts for emergencies	Output	Total amount of IGF set aside emergencies expressed as a percentage of total IGF collected	-				✓	✓	Annually	KMA
No. of ICT schemes introduced for the operation of the Assembly	Output	Count of the number of ICT schemes introduced for the operation of the Assembly	1		✓	✓	✓	✓	Annually	KMA
No. of functional ICT systems in response to Covid-19	Output	Count of functional ICT systems in response to Covid-19	1		✓	✓			Annually	KMA
No. of emergency response team established	Output	Count of emergency response teams established	1				✓	✓	Annually	KMA

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