



Republic Of Ghana



# Sagnarigu Municipal Assembly COVID-19 Recovery Plan 2021-2025

October 2020





# Sagnarigu Municipal Assembly COVID-19 Recovery Plan 2021-2025



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## ACRONYMS

<b>AIDS</b>	Acquired Immuno Deficiency Syndrome
<b>ATO</b>	Agric Technical Officer
<b>CBO</b>	Community Based Organisation
<b>CSOs</b>	Civil Society Organisations
<b>DACF</b>	District Assembly Common Fund
<b>DA</b>	District Assembly
<b>DCD</b>	District Co-ordinating Director
<b>DDF</b>	District Development Fund
<b>DACF - RFG</b>	District Assembly Responsive Factor Grant
<b>DMTDP</b>	District Medium-Term Development Plan
<b>GETFUND</b>	Ghana Education Trust Fund
<b>NHIS</b>	District Health Insurance Scheme
<b>DMTDP</b>	District Medium-Term Development
<b>DPCU</b>	District Planning Coordinating Unit
<b>DPs</b>	Development Partners
<b>FBOs</b>	Faith Based Organisations
<b>GETFUND</b>	Ghana Education Trust Fund
<b>ICT</b>	Information and Communication Technology
<b>IGF</b>	Internally Generated Fund
<b>ILGS</b>	Institute of Local Government Studies
<b>IMR</b>	Infant Mortality Rate
<b>LED</b>	Local Economic Development
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MDAs</b>	Ministries, Departments and Agencies
<b>MDGs</b>	Millennium Development Goals
<b>MSMEs</b>	Micro, Small, and Medium Enterprises
<b>MTDP</b>	Medium-Term Development Plan
<b>MTEF</b>	Medium Term Expenditure Framework
<b>NDPC</b>	National Development Planning Commission
<b>NDPS</b>	National Development Planning Systems
<b>NGO</b>	Non-Governmental Organisation
<b>NHIS</b>	National Health Insurance Scheme
<b>PA</b>	Planning Authority
<b>PoA</b>	Programme of Action
<b>POCC</b>	Potentials, Opportunities, Constraints and Challenges
<b>PPD</b>	Physical Planning Department
<b>PPO</b>	Physical Planning Officer
<b>PPM</b>	Poverty Profiling and Mapping
<b>PPPs</b>	Public Private Partnerships
<b>RCCs</b>	Regional Co-ordinating Councils
<b>RIAP</b>	Revenue Improvement Action Plan
<b>RPCUs</b>	Regional Planning Co-ordinating Units
<b>SDGs</b>	Sustainable Development Goals
<b>SDS</b>	Sub-District Structures
<b>SIF</b>	Social Investment Fund
<b>SPVs</b>	Special Purpose Vehicles
<b>UNDP</b>	United Nations Development Programme

# Foreword



The Corona Virus (Covid-19) pandemic struck the world in early 2020 affecting many facets of lives including health, education, economy and social well-being. Ghana recorded its first incidence of Covid-19 case on 12th March 2020 in the Greater Accra region. Subsequently, the Covid-19 was recorded in all 16 regions by mid-2020. This led to the implementation of a partial lockdown in Greater Accra and Kumasi Metropolitan Areas and other restrictions. This incident impacted all sectors of the nation including the local economy. The inhabitants of Sagnarigu were also impacted in a number of ways. The pandemic resulted in low revenue generation; limited access to and shortage of raw materials; inability to export and

import due to border closure; disruption of the educational calendar; collapsed and distressed businesses; job losses; and reduced household income.

The Municipality, responsible for ensuring the overall development of its jurisdiction, partnered with the National Development Planning Commission [NDPC] and the United Nations Development Programme [UNDP] to address the challenges presented by the pandemic. To fashion out effective remedy actions, selected stakeholders were consulted, a desk review of mitigation strategies were reviewed and technical deliberation by various departmental heads of the Assembly were held.

The Sagnarigu Covid-19 Recovery Plan has identified strategic interventions carefully selected to lead to the improvement of overall well-being within the Municipality. It is the aspiration of the Municipality to restore the local economy to pre-pandemic conditions for business to continue and make it more robust and resilient to future shocks.

The Municipality is grateful for the technical and financial support provided by NDPC and UNDP in the preparation of the document. This partnership will further foster the mobilization of financial resources required for the implementation of the plan.

**Honourable Iddrisu Mariam**  
Municipal 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.



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Director-General  
National Development Planning Commission



**Angela Lusigi**  
Resident Representative  
United Nations Development Programme



# Executive Summary

The recent outbreak of coronavirus (COVID-19) has impacted countries throughout the world. The impact of the pandemic was felt at both the national and sub-national levels. Sagnarigu Municipal Assembly was no exception. The pandemic resulted in limited access to agriculture inputs for farmers; collapsed and distressed businesses, reduced profits and sales; resulted in job losses; reduced household income; halted economic activities; and increased food insecurity.

With the assistance of National Development Planning Commission (NDPC) and United National Development Programme (UNDP), and also building on the business tracker survey conducted by Ghana Statistical Service (GSS), the Municipality assessed the impact of COVID-19 on the local businesses, educational and health systems, provision and access to basic infrastructure services to inform the preparation of a recovery plan.

The overall objective of the recovery plan is to build back better from the impact of COVID-19, boost Local Economic Development (LED) and build resilience against local and external shocks. The specific objectives of the plan are to:

1. Support local businesses, boost economic activities and build a resilient and inclusive local economy.
2. Develop critical infrastructure to improve access to and effectiveness of social-economic services.
3. Improve health and well-being, training, skills development and support for vulnerable and disadvantaged groups.
4. Build efficient and transparency systems to promote peace, security and accountability.

The efforts towards the attainment of the objective will be guided by the need for effective collaboration with all stakeholders including marginalized groups with all related efforts phased out in a systematic manner.

The recovery plan is guided by the national recovery framework and based on four pillars, namely: local economy, people, infrastructure and governance. Categories of actions have been introduced to achieve the objectives of the recovery plan. They consist of relief, mitigation, recovery and transformation. The transformational measures for Sagnarigu Municipal Assembly are:

1. Link MSMEs to financial institutions to access low interest loans and higher moratorium;
2. Access to markets;
3. Promotion of internet and digital marketing among MSMEs;
4. Tax incentives for strategic industries;
5. Establish infectious disease center;

6. Intensify education on COVID-19;
7. Strengthen health systems;
8. Improve social protection systems;
9. Invest in research and development;
10. Existence of e-learning;
11. Enhanced hospitality and tourism;
12. Support training institutions in relation to girls; and
13. Enhance participation in local government.

To assess the extent of implementation, strategic targets within the horizon include:

1. Access to low interest loans by MSMEs;
2. Readily available markets to support the local economy;
3. Available digital marketing platforms for convenient and quick services;
4. Increased productivity, efficiency, costs reduction and thriving competitive markets;
5. Provision of tax reliefs to encourage innovation among businesses;
6. Improved health care services, that is equitably distributed;
7. Existence of social protection systems to reduce social and economic risk and vulnerability, and to alleviate poverty and deprivation;
8. Delivering learning and training through digital resources for easy learning anytime, anywhere, with few, if any, restrictions;
9. Organize public health education campaigns on stigmatization of COVID-19 infected and affected persons;
10. Expand the Girls Model School to include Senior High School/Senior High Technical;
11. Establish health facilities, infectious disease control centers, equip and upgrade existing facilities to improve healthcare service delivery;
12. Extend utility facilities (water, electricity, telecommunication, etc.) to health facilities, schools and communities to ensure access;
13. Rehabilitate forest reserves and other parks into multi-purpose tourist and recreational site;
14. Strengthen the Assembly's sub-structures and intensify public education and consultations on revenue mobilization and utilization.

Implementation of the 34 proposed recovery actions across the four pillars is estimated to cost GH¢58,408,231.35. . The sources of funds will include IGF, DACF, public private partnership arrangements, available global funds and government of Ghana.

# Introduction

Chapter

1

# Chapter One:

## Introduction

This chapter gives an overview of the background, objective including the justification of the COVID-19 recovery plan.

### 1.1 Background

Populations over the world are faced with increasing disruptions from unplanned phenomenon like pandemics, natural and man-made disasters, among others. The recent outbreak of the coronavirus (COVID-19) has impacted countries throughout the world, including Ghana. To curb the spread of the pandemic, Government introduced a number of initiatives and preventive measures including 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. In addition, a number of studies and surveys such as the Ghana Statistical Service (GSS) survey to assess the impact of COVID-19 on businesses and households, has been conducted to support decision-making and policy formulation.

The effect of the COVID-19 pandemic is being manifested at the Metropolitan, Municipal and Districts (MMDAs) level as it translates into closure of businesses, schools and churches, losses in household incomes and a decline in human welfare and well-being, especially among the poor, vulnerable and marginalized groups.

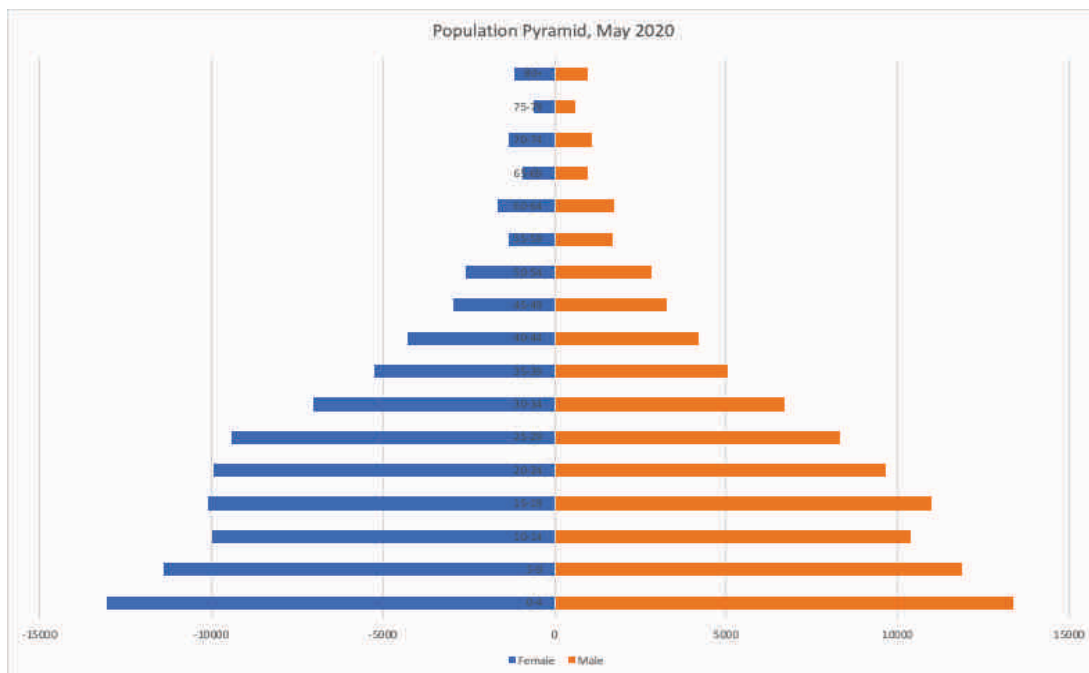
### 1.2 Profile of Sagnarigu Municipal Assembly

The Sagnarigu Municipal Assembly was created out of the Tamale Metro Assembly in the year 2012 by LI 2066 to respond the deprivation and skewedness in development against the communities around the Sagnarigu enclave. It has 86 communities, comprising of 35 urban, 37 peri-urban, and 14 rural areas. The Municipality has its Administrative capital as Sagnarigu and covers a total land size of 200.4km<sup>2</sup>. The Municipality shares boundaries with the Savelugu Municipal to the north, Tamale Metropolis to the south and east, Tolon District to the west and Kumbungu District to the north-west (see Figure 1). The population of the Municipality according to 2010 population and housing census stands at 148,099 with 74,886 males and 73,213 females. Currently, the population of the municipality is estimated at 186,796 with 93,761 males and 93,035 females.

The municipality's population structure is broad at the base and narrows upwards as age group increases (see Figure 2). The population is therefore more youthful in nature and has the potential of increasing the productive work force with time. However, it also implies greater provision of social amenities such as schools, water, health facilities, and



**Figure 2: Political Map of Sagnarigu Municipality**



Source: Ghana Statistical Service, 2010 Population and Housing Census

Sagnarigu Municipal Assembly is one of the MMDAs that has recorded Covid-19 cases. As at 17 September 2020, the municipality had recorded 77 cases, with 73 recoveries, two active cases and two deaths (Source: Municipal Health Directorate, 2020).

The Municipality is a peri-urban area which provides food and other essential services for the greater Tamale Metropolis.

### 1.3 Overall Objective

The overall objective of this plan is to guide the restoration of the local economy to pre-pandemic conditions for business to continue and make it more robust and resilient to future shocks. This would assist in developing measures and taking strategic actions to bounce back from the effects of COVID-19.

### 1.4 Recovery Framework

The recovery plan was based on the recovery framework developed by NDPC. The framework, identified four interconnected pillars to underpin recovery based on assessment of global and local conditions. These are the Local Economy, People, Infrastructure, and Governance (see Figure 3). These development 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, and Ghana CARES ("Obaatpana") programme.

The recovery plan seeks to ensure active participation and collaboration of all key stakeholders (people, businesses, etc.) for full recovery from COVID-19 pandemic and transform the structure of the economy to make it more robust and

resilient. Thus, all proposals and actions should have the involvement of all stakeholders with clearly outlined responsibilities.

At all levels there are varied impacts suffered by various stakeholders within the Municipality. It is therefore important to address the needs of the varying spectrum of people in the Municipality. The planning process thus, emphasise the need for broad consultation and engagement of communities, including the most vulnerable groups, the aged and persons with disabilities. It is therefore important to consider the excluded or marginalised. This ensures

that there is fullness in the actions and resilience of the individuals.

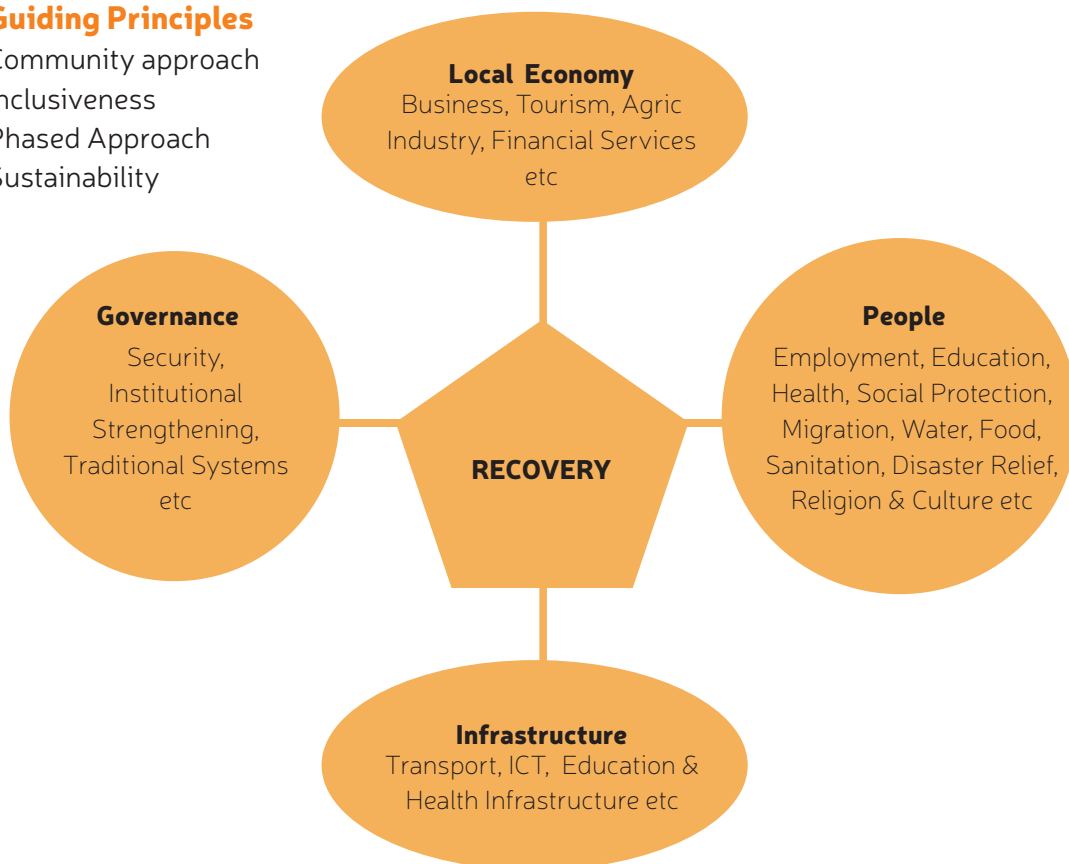
Actions for recovery can be phased into short, medium, and long-term. Thus, it is important to prioritise and systematically phase out the implementation of the recovery plan. This provides an opportunity to identify and implement improved changes.

Actions implemented should be owned by the stakeholders, have a lasting impact and should conform to sound environmental, social, cultural and economic values without compromising benefits for future generations. Thus, ensuring sustainability.

**Figure 3: Pillars and Guiding Principles for Recovery**

**Guiding Principles**

Community approach  
Inclusiveness  
Phased Approach  
Sustainability



Source: NDPC, 2020

## 1.5 Guiding Principles

Recovery plans at all levels should be guided by some fundamental principles. Some recommended principles include; Stakeholder participation, 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 –**

At all levels there are varied impacts suffered by various stakeholders within the jurisdiction. It emphasises the need for broad consultation and engagement of communities, including the most vulnerable groups including the aged and persons with disabilities. It is therefore important to consider the excluded or marginalised. This ensures that there is fullness in the actions and resilience of the individuals.

### **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 an opportunity to identify and implement improved changes.

### **Sustainability –**

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

## 1.6 Justification

The shock caused by COVID-19 pandemic have had profound effects on the economy of Ghana, as well as Sagnarigu Municipal Assembly in all the development dimensions (i.e. socially, economically, environmentally, spatially). Businesses have been affected through a multiplicity of channels (demand shocks, supply shocks, financial shocks and continued uncertainty) and expect continuing impacts in the future.

The extent to which these impacts have considerably affected firms and households especially as it has resulted in the closing of firms; reduced wages; unemployment due to laying off workers and; low production and sales among others.

Nonetheless, there remains a large degree of uncertainty as firms anticipate a decline in sales and employment in the ensuing months, in the most likely scenario. For these reasons, preparation of a recovery plan is critical to boost the local economy and build resilience.

## 1.7 Impact of Covid-19 on the Implementation of MTDP

Implementation of the Medium-Term Development Plan (2018-2021) has been grossly affected, hence the slow pace of development in the Municipality. The Municipal Assembly delivers public services effectively and efficiently through constant engagement and interaction with the people. This was rendered impossible as the staff could no longer hold engagements physically to



implement plans for the period due to the COVID- 19 restrictions. For instance, for the period March – June 2020 out of the 54 activities planned, only 23 were implemented.

The main resources of the Assembly for the implementation of the Medium-Term Development Plan are Internal Generated Revenue (IGF), Central Government Transfers and donor support. The Assembly could not generate enough local revenue for development due to the closure of many businesses. The main sources of IGF are business registrations and operating permits, and property rate mainly from Private schools, hotels and guesthouses and fuel stations. These businesses have been closed or slowed down due to COVID- 19 restriction and cannot meet their tax obligations. For instance, the 2020 mid-year projected revenue from IGF was GH¢384,101.83, but the actual amount realized was GH¢212,984.73 representing 55.45% of the project amount.

Much of the Central Government transfers and donor support have also been used to combat the spread of COVID- 19 and to mitigate the effects, particularly on the vulnerable at the expense of implementing the plans of the Municipality. This has therefore deprived the people of the needed development to improve their living conditions.

## 1.8 Mitigation Measures for Covid-19

The impact of COVID-19 on the lives of people and business in Sagnarigu is massive which is likely to continue if nothing is done to reverse the trend. The district shares boundaries with Tamale Metropolitan Assembly with large number of SMEs, the Tamale Airport, and a lot of higher educational institutions. In the short-term, the assembly and the central government will need to implement mitigations measures to alleviate the suffering and bring back lives and businesses to normal.

The Assembly should continue providing aggressive and effective public education on COVID-19 while providing adequate resource to health and social protection sector. This will dispel myths about the disease, reduce stigmatization and promote good hygiene practices. Even though, the agriculture sector has not been heavily impacted, there is the need for government to facilitate access to farm inputs such as seedlings, fertilizer, the needed machinery, extension support and e-agriculture facilities. In addition, the agricultural value-chain, especially agro-processing, food storage and access to markets should be supported to sustained and ensure food and nutrition security throughout the district.

Access to markets is very essential in building resilient MSMEs that are able to absorb the negative effects of Covid-19 and ensure their survival, internet and digital marketing is important in achieving that. The Assembly should

ensure that an enabling environment is created for MSMEs to have this access.

Similarly, the Assembly could target and support MSMEs, and firms that has the capacity to create and sustain decent jobs by linking them to financial institutions where they can access low interest loans and higher moratorium. The MSMEs supported must also be linked to the promotion of local economic development, export substitution, cost competitiveness and enhancing product and service quality. Also, the current three-month tax and one-month loan payment moratoria should be extended particularly to firms that produce essential products such as general health products, COVID-19 related health products, equipment and services.

In addition, MSMEs providing critical services should be supported to have access to technology and financing to enable them meet growing demand for services as well as employ young people in this period and beyond.

In the medium-term, Government and local assemblies could consider providing Incentives for strategic industries while Strengthen health systems and invest in research and development, and implement strategic to improve the social protection system.

Lastly, despite the low ICT levels in the district, the Assembly could liaise with other stakeholders especially the private sector to provide e-learning and distance learning infrastructure across the district. This will improve access and

quality of education and promote access to lifelong learning for all.

## **1.9 Recover from Pandemic and Enhance Resilience**

It is important for Sagnarigu Municipal Assembly to prepare for life after the pandemic by preparing a cross-sectoral recovery plan. The plan should not only focus on quickly restoring pre-pandemic conditions and continuing with business-as-usual, but also reinforce the 'new normal' such as flexible working arrangements and e-meetings, which to some extent has been created by the pandemic itself. It should also put the district on a sound trajectory to building lives and businesses. Thus, creating jobs, achieving the national development targets by reducing risks, maintaining focus and strengthen coordination across sectors and among stakeholders. With the projected decline in revenue, Sagnarigu Municipal would also have to prioritise investments in areas that would create the foundation for an inclusive and resilient local economy that would be better able to respond to future pandemics and emergencies

# How We Did It & What People Said

Chapter

2

# Chapter Two:

## How We Did It And What People Said

### 2.1 Introduction

This chapter discusses the approaches used to solicit views to inform the preparation of the recovery plan. It also captures the view of key stakeholders under the four pillars with regards to the impact of COVID-19 under local economy, people, infrastructure and governance.

### 2.2 How We Did It

Participatory approaches were employed for the preparation of the Recovery plan. Sagnarigu Municipal Assembly was selected for the pilot as one of the MMDAs from the northern development zones. The local economy is driven by the presence of educational institutions. Due to its proximity to Tamale Metro, the potential effect and severity of the COVID-19 on the lives of people and businesses could be high.

As part of the process, the following key activities were undertaken:

- i. Utilization of data from Business and Household Tracker: Data collected by GSS from the COVID-19 tracker survey and related study was analysed to understand the nature and scope of the impact of COVID-19 on businesses and communities in Ghana;
- ii. NDPC's Rapid Assessments: As part of the processes to undertake this exercise, a rapid response assessment of MMDAs' preparedness for the preparation of a pandemic recovery plan was done.
- iii. Review of the District Medium-Term Development Plans (2018 – 2021): the DMTDP for Sagnarigu was reviewed to assess the extent to which disaster reduction and response interventions are reflected therein; This is extended to the AAP for 2020 to understand COVID-19 restrictions on the implementation of the plan. A background paper summarizing the issues across the four pillars- people, local economy, infrastructure, and governance.
- iv. District level stakeholders' consultation: Members of DPCU and other relevant stakeholders in the area of the local economy, people, infrastructure, and governance were consulted. identify one anchor industry for each MMDA and develop a strategy around this industry to boost local economic development. The consultation also included the study the socio-economic profile of each MMDA and identify strategic anchor industries that

- could form the basis of accelerated local economic development;
- v. Preparation of Recovery Plan: with the information from the assessment and inputs from the stakeholder, a post pandemic recovery plan was prepared. The Plan articulate the issues including actions to be implemented to bring restore businesses and make them more resilient to future shocks.
  - vi. Validation of Plan: Validation meeting was organised to validate the content including the proposed actions stated in the recovery plan. This is to ensure that the plan reflected the inputs of the stakeholders. It was also to ensure ownership.
  - vii. Launch of the plan: NDPC with support UNDP collaborated with the assembly and its stakeholders to launch of COVID-19 recovery plan.
  - viii. AAP 2021 Revision: The Annual Action Plans (AAPs) for 2021 was revised to respond to the COVID-19 effect and kick-start the process of building-back-better through an inclusive approach. It was also an opportunity for collection of inputs into the next MTNDP: Compile a list of strategies and initiatives for inclusion in the next Medium-Term National Development Policy Framework (2022 – 2025).

## 2.3 What Did People Say?

The effect of the COVID-19 pandemic is being manifested at the Sagnarigu Municipality as it translates into closure of businesses, schools and churches, losses in household incomes among others and has affected the implementation of the municipality's Medium-Term Development Plan. In this vein, a two-day stakeholder consultation was held in collaboration with NDPC at the Municipal Assembly to gain insight on the impact of the pandemic in the Municipality to inform the recovery plan preparation.

Four technical groups (People; Governance; Infrastructure; and Local Economy) were invited to solicit their views and actions that need to be taken to support the district prepare and plan towards recovery to restore the local economy and build resilience towards future shocks. Below present some notable issues that emanated from the syndicate group discussions, as a result of Covid-19

### 2.3.1 Local Economy

Stakeholders invited under this group encompass businesses and institutions that form the key aspects of the productive economy. These include institutions and industries under the financial, business, tourism, agric and services sector. As part of the syndicate group discussions, the stakeholders analysed the impacts of Covid-19 on the businesses and came up with the following issues.

It was revealed that, many of the businesses in the production sector were



*Harvesting of vegetables in dry season farming*

faced with shortage of raw materials as a result of the impacts brought about by the pandemic. This has really affected local production within the Municipality as most of the sources that provided these materials to local industries have been forced to halt operations due to limited capital and also the restrictions laid out by government. Likewise, cost of raw materials has increased due to low supply. The resultant effect has been on the increase in cost of production and prices of goods and services

A larger chunk of the manufacturing businesses indicated the challenges of the inability to export and import due to the closure of borders. The border closures have had particularly negative consequences for traders, especially in the informal sector as the restrictions limited the movement of people and freight in and out of the country. Hitherto, substantial income and employments are generated from this sector. With most businesses and

households hard hit by this pandemic, the patronage of local goods and services have recorded a decline. Thus, eroding some gains and rendering the economy of the Municipality vulnerable

### **2.3.2 People**

The various stakeholders that participated in the engagement under this pillar comprised institutions that operate within the employment; education; health; disaster; and social protection; sector. A lot of issues were raised after continuous deliberations by the group, indicating that the pandemic has had an adverse impact on the inhabitants of the municipality. Pertinent among them include the following.

Participants noted that, there have been a disruption of the educational calendar creating a challenge for students and teachers. Also, some parents expressed their inability to afford the provision of data and computers for their wards to

participate in online studies as a result of job losses and the hardship brought on them. This, they indicated has led to many school children involved in activities like farming, selling among others. It is reported that, teenage pregnancy went up in the Municipality due to breakdown of social order in some communities (Source: Municipal Education Directorate, 2020). They pleaded for support from government and benevolent organisations to support in provision of ICT centers for access to students.

Also, inadequate infrastructure (sick bays, toilets, water, etc.) as well as teaching and learning materials in schools in the Municipality is a challenge that needs to be tackled if schools are to reopen. An oversight by the assembly on this issue will render teaching and learning ineffective while also exposing students to the tendency of catching the novel corona virus when schools are fully open.

On the issue of health and well-being, it came to light that the only hospital in the Municipality, which is privately owned is bedridden with inadequate equipment and facilities. This has caused a low attendance rate recorded at the hospital after the inception of the pandemic as

there is a fear of catching the virus when one visits the hospital. Besides, recorded incidences of the pandemic have caused stigmatization of Covid-19 infected persons. Although, there have been series of public health education to inhabitants, the level of stigmatization of Covid-19 patients keeps growing.

### **2.3.3 Infrastructure**

The infrastructural development drives the economic and social life of every society. This provides enabling environment for businesses to thrive. It also serves as catalyst for social growth and development. The emergence of COVID- 19 pandemic has either increased the need and use of some infrastructure which is non- existing and/or stalled the development of other infrastructure in the Municipality. These cut across all facets of life such as transportation, construction and fabrication, Information, Communication, Technology (ICT), education, health, etc.

#### **Transportation**

The transportation sector was brought to its knees due to the effects of COVID-19 pandemic. As part of the measures to control the spread of the pandemic, government instituted certain protocols which include travelling ban, social distance, etc. These have led to



increased transport fares, cost of maintenance of vehicles, reduced travel rate of general public and grounding of vehicles due to lack of spare parts. The resulting effects are reduced in trade and income, spikes in prices of goods and services and loss of jobs. These have affected the socio- economic life of the people.

### **Construction and Fabrication**

The Construction and Fabrication Industry has its fair share of the effects of COVID-19 in the Municipality. As a result of the travelling restrictions and observing other protocols, cost of construction and fabrication materials have increased. It also led to delay in completion of projects and increase cost of construction and fabrication. This has made life unbearable as demand for such facilities as clinics and hospitals increased as a result of COVID- 19 pandemic. However, as the cost of fabricated items increased, demand for them reduced drastically leading to loss of incomes and jobs.

### **Information, Communication and Technology (ICT)**

The demand for ICT has gone sky rocketing as physical contact reduces leading virtual technology in the delivery of services. However, the infrastructure for ICT services is virtually absent in the Municipality.



Coupled with the inadequate knowledge and skills in the use of ICT, businesses and the delivery of other social services such as education have suffered greatly. This has brought economic and social life of the people to a halt.

### **2.3.4 Governance**

The wave of Corona virus pandemic and its accompanied restrictions has had negative impact on the governance system in the Sagnarigu Municipality. This has hampered the security, religious and political life of the people.

### **Security**

Effective and efficient security is the bedrock of every development. Participants alluded that, due to inadequate Personal Protective Equipment (PPEs) for security personnel in the Municipality, there were less security in the various communities. Social restrictions imposed by the government led to social and economic unrest, spikes in food and other essential commodities prices, increase in domestic violence and increase in violent attacks on health and security personnel. These have led to increased crime rate, decrease in living conditions, particularly the vulnerable groups, increased social and economic instability and breakdown of the family structure.





## **Public Institutions (Public Service Delivery)**

The Local Governance system provides administrative, legislative and development services to the people at the grassroots level. These functions are performed by the Sagnarigu Municipal Assembly by mobilizing both financial and human resources and allocate them effectively and efficiently using the local governance structures. The performance of these functions have being grounded to a halt due to the COVID- 19 pandemic.

All the departments/Units of the Municipal Assembly have to run a shift system of their staff to ensure social distance in their offices. The General Assembly has to suspend sittings and staff suspended all field activities due to COVID- 19 restrictions. For instance, the Assembly could not hold the first and second quarters ordinary meetings to deliberate and pass resolutions for the administration and development of the Municipality.

The Assembly could not also generate and mobilize the needed revenue for development of the Municipality. The COVID- 19 pandemic and associated restrictions have caused a social and economic down tend in the Municipality. As a result, the Municipal Assembly could not tax the businesses to generate revenue. In addition, the little IGF and transfers from the central government and donor support have to be diverted to provide relief packages for the people, particularly the vulnerable. These have had serious repercussions on the effective and efficient public service delivery in the Municipality.

Moreover, the non- governmental organizations (NGOs) who supports the local governance system in providing services suffered dwindling funds for development, halt in project implementation, job losses and other financial supports (loans) by staff. These have brought untold hardships and reverse the clock of development as many depends on the NGO/CSO world for their livelihoods.

## **Traditional/Religious Institutions**

Traditional and religious activities in the Municipality were also grounded to a halt due to the COVID- 19 pandemic. The enskinment of chiefs, educational programs, congregational prayers and programs, entertainment etc. were all suspended as part of measures to curb the spread of COVID- 19. These have affected the politico- religious lives of the people some of which resulted into increase in social menace, moral decay and depression among the people.



# What Should be Done

Chapter

3

# Chapter Three:

## What Should Be Done

### **3.1 What Should Be Done**

Recovering, transforming the economy, restoring business and providing support to the affected in the district largely depends on key actions and appropriate measures that needs to be taken. All sectors of the economy are critical for achieving the objective this plan, therefore, key actions have been identified to propel this goal (see Table 1).

### **3.2 How Should It Be Done**

Implementation of the plan recognises the efforts and support from all stakeholders, as the Assembly alone cannot implement the proposed actions. Thus, the plan highlights on areas where other stakeholders could support in the implementation process. It is essential that all stakeholders play their roles effectively to ensure that the district recovers from the impact of Covid-19 and build resilience against local and external shocks.

**Table 1: Proposed Actions****Pillar: Local Economy****OBJECTIVE:** Support local business, boost economic activities and build a resilient and inclusive local economy

Action/Activity/Intervention	Timeframe		Funding		Implementation Arrangement	Type of measure (relief, recovery, transformative etc.)
	Short (2021)	Medium (2022-2025)	Cost	Source		
Provide incentive packages (rate reliefs, concessionary loans, etc.) to MSMEs	✓	✓	4,000.00	IGF	SagMA, Association of Agro processors, MSMEs, Media	Relief
Provide platforms for local MSMEs in marketing, information, product development and networking in the municipality.	✓	✓	200,000.00	IGF, Private sector, DP	SagMA, BRC and NBSSI	Transformative
Enhance the capacities (training, logistics, funding, registration, etc.) of MSMEs in the municipalities and diversification of businesses	✓		335,000.00	IGF, DACF Private sector, DP	SagMA, DAC, Private sector and NBSSI	Resilience
Facilitate business registration, formalisation and standardisation	✓		75,000.00	IGF, DACF Private sector, DP	SagMA, BRC, NBSSI, Private sector, RGD, FDA	Resilience, Transformative
Develop or update district LED strategies to promote buying and use of products from the districts	✓	✓	40,000.00	DACF, DPs	SagMA, DPs, NBSSI, BRS, PS	Transformative
Facilitate the establishment of manufacturing industries by leveraging on comparative advantage and provide tailored support and incentives to propel their profitability		✓	3,000,000.00	IGF, DACF Private sector, DP	SagMA, DPs, NBSSI, BRS, PS	Transformative
Establish Business Development Fund to support MSMEs in the Municipality		✓	4,000,000.00	IGF, DACF Private sector, DP, Financial Institutions, Trad. Authorities	SagMA, BRC, NBSSI, Financial Institutions, Trad. Authorities, DP, Private sector	Transformative
Establish community recreational parks to generate more IGF.		✓	6,000,000.00	IGF, DACF Private sector, DPs, Financial Institutions, Trad. Authorities	SagMA, BRC, NBSSI, Financial Institutions, Trad. Authorities, DPs, Private sector	Transformative

Action/Activity/Intervention	Timeframe		Funding		Implementation Arrangement	Type of measure (relief, recovery, transformative etc.)
	Short (2021)	Medium (2022-2025)	Cost	Source		
Establish and develop second CBD, satellite markets and lorry parks across the communities in the Municipality so as to reduce the movement of people to the Tamale central markets, generate IGF and reduce traffic	✓	✓	10,000,000.00	IGF, DACF Private sector, DP, Financial Institutions, Trad. Authorities	SagMA, BRC, NBSSI, Financial Institutions, Trad. Authorities, DPs, Private sector	Recovery, Transformative
Institute measures to promote the consumption of local manufactured products and reduce importation	✓	✓	12,000.00	IGF, PS, DP	SagMA, BRC, NBSSI, PS	Recovery and Resilience
Leverage on the business resource center and other institutions to support businesses to source funding to support their operations	✓		4,000.00	IGF, PS, DP	SagMA, BRC, NBSSI, PS	Recovery and Resilience
Expand/scale up village savings and loans associations into corporate organisation	✓		40,000.00	IGF, PS, DP	SagMA, BRC, NBSSI, PS	Resilience, Transformative
<b>Subtotal</b>			<b>23,710,000.00</b>			



Photo Credit: agfundernews.com

## Pillar: People

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

Action/Activity/Intervention	Timeframe		Funding		Implementation Arrangement	Type of measure (relief, recovery, transformative etc.)
	Short (2021)	Medium (2022-2025)	Cost	Source		
Strengthen awards schemes for teachers and non-teaching staff at the Municipality to maximize their performance	✓	✓	166,887.00	IGF, DACF, DP, Private Sector, CSOs	GES, MoE, DOEC, Education Directorate	Transformative
Establish adolescent reproductive health centers in schools and communities and promote reintegration of adolescent mothers	✓	✓	250,000.00	IGF, DACF, DP, Private Sector, CSOs	MoE, GES, SaGMA, Health Directorate, MoH, CSOs	Resilience
Organize public health education campaigns on stigmatization of COVID- 19 infected and affected persons	✓		7,000.00	IGF, DACF, DP, Private Sector, CSOs	MoE, GES, SaGMA, Health Directorate, MoH, CSOs	Mitigation
Establish training centres for the youth and PWDs to acquire skills/ vocational training/development	✓	✓	1,800,000.00	DACF, DP, YEA, CSOs, MOE	MoE, GES, SagMA, CSOs	Recovery, Transformative
Expand the Girls Model School to include Senior High School/Senior High Technical	✓	✓	4,000,000.00	GETFund, MoE, DP	MoE, GES, SagMA, CSOs	Resilience, Transformative
Establish health facilities, infectious disease control centers, equip and upgrade existing facilities to improve healthcare service delivery	✓	✓	6,000,000.00	MoH, GoG, DPAT, DACF, DPs	MoH, GoG, SagMA, DPs	Resilience, Transformative
Extend utility facilities (water, electricity, telecommunication, etc.) to health facilities, schools and communities to ensure access	✓	✓	2,000,000.00	DACF, IGF, VRA/ NEDCo, GWCL, DP, CWSA	SagMA, VRA/NEDCo, GWCL, DPs, CWSA	Mitigation, Resilience, Transformative
Provide relief packages to vulnerable groups and people who lost their jobs	✓		200,000.00	IGF, DPs, Corporate Organizations	MA, CSOs, Corporate Organizations	Relief, Mitigation
<b>Subtotal</b>			<b>14,423,887.00</b>			

## Pillar: Infrastructure

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

Action/Activity/Intervention	Timeframe		Funding		Implementation Arrangement	Type of measure (relief, recovery, transformative etc.)
	Short (2021)	Medium (2022-2025)	Cost	Source		
Collaborate with the private sector to provide adequate ICT infrastructure and enhance skills, interest and access in the Municipality	✓	✓	800,000.00	DP, Private Sector, DACF	SagMA, PS, Corporate organizations, CSOs, GES, Benevolent Organizations/ Individuals	Resilience, Transformative
Develop and implement road infrastructure/transport plan for systematic road development in the Municipality	✓	✓	5,000,000.00	DUR, DP, GSCSP, Private Sector, DACF	SagMA, DAC and NBSSI	Recovery, Resilience
Enforce development controls	✓		200,000.00	IGF, DACF, GSCSP	SagMA, PPD, Traditional Authorities, Private Sector	Transformative
Promote PPP arrangements to construct storage and ware housing facilities	✓	✓	2,000,000.00	Private Sector, IGF, Traditional Authorities	SagMA, PPD, Traditional Authorities, Private Sector	Resilience Transformative
Promote use of local materials/labour in construction		✓	80,000.00	IGF, DP, Private Sector, Research Institutions, Corporate Organizations Financial Institutions	SagMA, DPs Private Sector, Research Institutions, Corporate Organizations Financial Institutions	Resilience
Rehabilitate NOBISCO forest reserve and other parks into multi- purpose tourist and recreational site	✓	✓	2,000,000.00	Private Sector, Financial Institutions, IGF	MA, CSOs, Corporate Organizations, Forestry Commission, Traditional Authorities	Recovery, Resilience, Transformative
Reconstruct the engineered land fill site into an integrated recycling plant and provide the enabling environment for the construction of improved sewage and waste systems	✓	✓	5,000,000.00	Private Sector	MA, CSOs, Corporate Organizations, ZoomLion Gh. Ltd	Recovery, Resilience, Transformative
<b>Subtotal</b>			<b>15,080,000.00</b>			

## Pillar: Governance

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

Action/Activity/Intervention	Timeframe		Funding		Implementation Arrangement	Type of measure (relief, recovery, transformative etc.)
	Short (2021)	Medium (2022-2025)	Cost	Source		
Provide adequate PPEs for the security agencies for COVID- 19 protocols enforcement	✓		80,000.00	IGF, DACF, CSOs, Private Sector	SagMA, National Security Ministry, Private Sector, CSOs	Mitigation
Automate the security architecture with CCTV cameras, scanners and other apparatus		✓	2,000,000.00	GoG, Private Sector	National Security	Transformative, resilience
Build capacity of the assembly and departments to network and automate administrative reporting and service delivery systems in real time		✓	120,000.00	IGF, DACF, DP	MA, CSOs, Corporate Organizations	Resilience, Transformative
Update and automate the revenue system in the Municipality	✓	✓	120,000.00	DACF, IGF, GSCSP, CSOs	MA, CSOs, Corporate Organizations	Recovery, Resilience, Transformative
Strengthen the Assembly's sub- structures and intensify public education and consultations on revenue mobilization and utilization	✓	✓	60,000.00	DACF, IGF, GSCSP, CSOs	MA, CSOs, Corporate Organizations, Traditional Authorities	Recovery, Resilience, Transformative
Intensify education and sensitisation on COVID- 19 protocols	✓	✓	25,000.00	IGF, DACF, CSOs, Private Sector	SagMA, CSOs, Traditional and Religious leaders	Mitigation
Intensify education on teenage pregnancy and parenting with the involvement of traditional authorities	✓	✓	8,000.00	IGF, DACF, CSOs, Private Sector	SagMA, CSOs, Traditional and Religious leaders	Resilience
<b>Subtotal</b>			<b>2,413,000.00</b>			
<b>Monitoring and Evaluation of the plan (5%)</b>			<b>2,781,344.35</b>			
<b>GRAND TOTAL</b>			<b>58,408,231.35</b>			



# How to Mobilize Funds

Chapter

4

# Chapter Four:

## How To Mobilise Funds

### 4.1 How to Mobilise Funds (Indicative Financial Strategy)

The successful implementation of the plan will involve huge financial investment. An indicative costing of the plan shows that a total amount of GH¢58,408,231.35 would be required to implement the interventions proposed respectively. This means that the key sources from which the resources will be obtained to operationalise the plan is key. This is the essence of the indicative financial plan. In effect, the indicative financial plan is the identification of the possible sources of funds necessary to implement the projects, programmes and activities in the MTDP for the next four years beginning 2021.

The funding needs for this plan would be done through multiple sources. The Assembly would support the implementation of the plan through the Internally Generated Funds (IGF); District Assemblies Common Fund (DACF), District Assembly Responsive Factor Grant (DACF - RFG) and raising of grant Proposals; Community Self Initiatives; support from Development Partners (DPs) and Civil Society Organisations (CSOs). Further funding would be sourced through partnerships with the private sector, Faith Based Organisations (FBOs) and other individuals. The

Assembly would explore the option of partnering with communities to undertake some of the actions proposed in the plan. Private individuals and philanthropists in the municipality will be call in to support where necessary through cost sharing financial model in the provision of social services. Public-Private Partnership (PPP) initiatives will be adapted where necessary to finance and invest in high-yielding ventures to create jobs and propel the economy of the municipality to bounce back better and be more resilient for future shock. The assembly therefore prepared an Integrated Assembly Financing Framework to mobilise resources for the implementation of the proposed activities.

The financing strategy is a critical aspect of the recovery plan as it sets out how funds and investments required to achieve the Municipal's development objectives will be mobilized and aligned. The financing strategy for SagMA provides the needed solutions to essential questions on how required funds and investment would be solicited. 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, SagMA 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.**

#### **4.1.1 Consolidating the 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, SagMA 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.

There are also opportunities for SagMA to own, operate, acquire or dispose of discretionary assets such as landed

property and real estates. The assembly can thus make use of available space to augment current revenues.

#### **4.1.2 Attracting and maintaining Private Sector investments**

- a. The municipality 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 the SDGs investment fair, which will provide investment opportunities that will be linked to private sector investors. An SDG Investor Map is a piece of market intelligence to 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, KSMA can make use of Special Purpose Vehicles (SPVs) to finance the district's

development aspirations through the:

- 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.

#### **4.1.3 Attract and sustain development partner investments in the municipality**

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 (e.g. Cities Alliance and UN-Habitat).

The assembly must understand the peculiar interest of Development Partners in order to prepare tailor made proposals. Thus, building the knowledge

base of staff of SagMA can enable them develop tailored made programmes to secure funding from these sources.

#### **4.1.4 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. Apart from these calls, a number of these organizations utilize challenge grants and grants for specific interventions.

SagMA 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.

#### **4.1.5 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 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 SagMA will consider setting up and facilitating investment opportunities for the diaspora.

# Monitoring & Evaluation

Chapter

5

# Chapter Five:

## Monitoring And Evaluation

### 5.1 Monitoring and Evaluation

In implementing this Plan, monitoring and evaluation will not be overemphasised. Pre, mid-term and post evaluations will be conducted in the medium term i.e., 2022-2025. An estimated amount of GH 2,781,344.35 (5% of total plan implementation cost) will be required for the overall monitoring and evaluation of the recovery plan. Table 2 provides details on how the recovery plan should be monitored and evaluated.



**Table 2 : M&E Matrix for the Recovery Plan****Pillar: Local Economy** (OBJECTIVE: Support local business, boost economic activities and build a resilient and inclusive local economy)

Indicators	Indicator Definition	Indicator Type	Baseline 2020	Targets					Disaggregation	Monitoring Frequency	Responsibility
				2021	2022	2023	2024	2025			
Number of MSMEs benefitted from incentive packages	Count the number of MSMEs benefitted from incentive packages			TBD	TBD	TBD	TBD	TBD	Type of MSME, Type of package	Annual/Quarterly	SagMA, DAC, and NBSSI
Number of business owners equipped and trained in marketing, packaging, literacy and numeracy and customer care	Count the number of business owners equipped and trained in marketing, packaging, literacy and numeracy and customer care	Output	0	TBD	TBD	TBD	TBD	TBD	Sex, Type of training, Type of business	Annual/Quarterly	SagMA, DAC, and NBSSI
% change in new businesses registered	Measures the difference in proportion of new businesses registered. % of new business registered is given by Numerator= Number of new businesses and denominator= total number of business multiply by 100	Outcome		TBD	TBD	TBD	TBD	TBD	Type of business	Annual/Quarterly	SagMA, RGD, DAC, and NBSSI
Number of MSMEs with FDA certification	Count the number of MSMEs with FDA certification			TBD	TBD	TBD	TBD	TBD			FDA and SagMA
Number of SMEs that participated in the business fairs and other platforms	Count the number of SMEs that participated in the business fairs and other platforms	Output	0	TBD	TBD	TBD	TBD	TBD	Type of business	Annual	SagMA, RGD, DAC, and NBSSI
% of SMEs that have created new networks or partnership as a result of the Municipal business fair	Measures the proportion of SMEs that have created new networks or partnership as a result of the Municipal business fair. This is given by Numerator=SMEs with new network, dominator=all SMEs multiply by 100	outcome	0	TBD	TBD	TBD	TBD	TBD	Type of business	Annual/Quarterly	SagMA, RGD, DAC, and NBSSI

Indicators	Indicator Definition	Indicator Type	Baseline 2020	Targets					Disaggregation	Monitoring Frequency	Responsibility
				2021	2022	2023	2024	2025			
LED strategic plan prepared and implemented	Check if the district has its LED strategic plan prepared and implemented. Thus the plan is available and evidence of activities within the plan being implemented.	Outcome	Draft available	TBD	TBD	TBD	TBD	TBD	Type of business	Annual/ Quarterly	SagMA and DAC
Percentage change in profit of MSMEs in the district	Measure the proportion of change in profit of MSMEs in the district given numerator=Change of profit, dominator=total profit of MSMEs in the last reporting period multiply by 100	Impact	0	TBD	TBD	TBD	TBD	TBD	Location (Physical and online) Type of business Sex of Owner	Annual	SagMA, DAC, and NBSSI
Business Development Fund established and operational	Measures the establishment of Business Development Fund and it being operational. Thus MSMEs received support from the fund.	Outcome	0	TBD	TBD	TBD	TBD	TBD	Location (Physical and online) Type of business	Annual/ Quarterly	SagMA, RGD, DAC, and NBSSI
Number of MSMEs who access funds from the Business Development Fund	Count the number of MSMEs who access funds from the Business Development Fund	Outcome	0	TBD	TBD	TBD	TBD	TBD	Location (Physical and online) Type of business	Annual/ Quarterly	SagMA, RGD, DAC, and NBSSI
No. of Market centers established and developed	Count the number of Market centers established and developed		0	TBD	TBD	TBD	TBD	TBD			SagMA, RGD, DAC, and NBSSI
Proportion of the market share by locally manufactured products	Measures the proportion of the market share by locally manufactured products.	Output	0	TBD	TBD	TBD	TBD	TBD	Type of Parks Status of Park (New or rehabilitated)	Annual	SagMA, RGD, DAC, and NBSSI
Number of active informal savings and lending groups	Count the number of active informal savings and lending groups in the district. Thus the group makes their first share offer.	Output		TBD	TBD	TBD	TBD	TBD	Area/ Zonal Council	Annual/ Quarterly	SagMA, RGD, DAC, and NBSSI

Indicators	Indicator Definition	Indicator Type	Baseline 2020	Targets					Disaggregation	Monitoring Frequency	Responsibility
				2021	2022	2023	2024	2025			
Number of informal savings and loans groups incorporated	Count number of informal savings and loans groups that registered with bank account and incorporated with the NBSSI.	Output		TBD	TBD	TBD	TBD	TBD	Sex	Annual/Quarterly	SagMA, RGD, DAC, and NBSSI
Cumulative Amount (in USD) Saved by informal Savings and lending (VSLA) Group members	Measure the number of Cumulative Amount (in USD) Saved by informal Savings and lending (VSLA) Group members	outcome		TBD	TBD	TBD	TBD	TBD	Type of circle	Annual/Quarterly	SagMA, RGD, DAC, and NBSSI
Amount of funds loaned (in GHS) annually by informal savings and lending groups	Measure the amount of funds loaned (in GHS) annually by informal savings and lending groups	outcome		TBD	TBD	TBD	TBD	TBD	Type of circle	Annual/Quarterly	SagMA, RGD, DAC, and NBSSI
Number of new Jobs created by the private sectors including SMEs	Count the number of new Jobs created by the private sectors including SMEs	outcome		TBD	TBD	TBD	TBD	TBD	Type and sector Sex	Annual/Quarterly	SagMA, RGD, DAC, and NBSSI
Number of agro processing factories or industries established	Count the number of agro processing factories or industries established	output		TBD	TBD	TBD	TBD	TBD	Type of Value chain crops	Annual	SagMA, RGD, DAC, and NBSSI
Number of value- chains developed on raw materials	Count the number of value- chains developed on raw materials	outcome		TBD	TBD	TBD	TBD	TBD	Type of Value chain crops	Annual	SagMA, RGD, DAC, and NBSSI

## Pillar: People

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

Indicators	Indicator Definition	Indicator Type	Baseline 2020	Targets					Disaggregation	Monitoring Frequency	Responsibility
				2021	2022	2023	2024	2025			
Number of adolescent reproductive health education programs organized	Count the number of adolescent reproductive health education programs organized within the period	Output	0	4	4	4	N/A	N/A	No.	Quarterly, Annually	GHS, SagMA, CSOs
Number of adolescent reproductive health centers established	Count the number of adolescent reproductive health centers established	Output	0	N/A	1	1	1	N/A	No.	Quarterly, Annually	GHS, SagMA, CSOs, DPs
Proportion of adolescent mothers reintegrated in schools	Measures the proportion of adolescent mothers reintegrated in schools. This is given by numerator= number of adolescent mothers return to school after giving birth, dominator=Total number of adolescent mothers within the period multiply by 100	Outcome	0	5%	20%	30%	45%	60%	Level	Quarterly, Annually	GES, GHS, SagMA, CSOs, DPs, PTAs
Number of public health education campaigns on COVID- 19 stigmatization organized	Count the number of public health education campaigns on COVID- 19 stigmatization organized	Output	5	3	3	N/A	N/A	N/A	No.	Quarterly, Annually	GES, GHS, SagMA, CSOs, DPs,
Number of youth and PWD training centers established	Count the number of new youth and PWD training centers established	Output	0	1	N/A	1	N/A	N/A	Type	Annually	SagMA, GES, DSWCD, CSOs, DPs
Number of youth and PWDs supported to acquire skills and established businesses	Count the number of youth and PWDs supported to acquire skills and established businesses	Outcome	56	60	100	140	200	300	Sex	Quarterly, Annually	SagMA, DSWCD, GES, CSOs, DPs
Girls Model Senior High/Technical Schools established	Check Yes=1 or No=0 if the Girls Model Senior High/Technical Schools established	Output	1	1	N/A	N/A	N/A	N/A	Type	Annually	SagMA, TAs, GES, CSOs, DPs
Number of Girls enrolled into the Girls Model School	Count the number of Girls enrolled into the Girls Model School	Outcome	120	100	140	200	300	500	Level	Annually	SagMA, GES, CSOs, DPs, TAs

Indicators	Indicator Definition	Indicator Type	Baseline 2020	Targets					Disaggregation	Monitoring Frequency	Responsibility
				2021	2022	2023	2024	2025			
Proportion of health facilities and schools that have access to utility services (water, electricity, telecommunication)	Measures the proportion of health facilities and schools that have access to utility services (water, electricity, telecommunication). This is given by numerator=number of schools or health facilities with electricity, water etc and dominator=total number of schools or health facilities in the district multiply by 100	Outcome	12	17	25	45	85	120	Type, level	Quarterly	SagMA, GES, CSOs, DPs, NEDCo, GWCL
Number of Health facilities and infectious disease control centers established and equipped	Count the number of Health facilities and infectious disease control centers established and equipped	Output	32	4	8	14	20	26	Type, Level	Annually	SagMA, GHS, DPs
Number of health facilities expanded, upgraded and equipped	Count the number of health facilities expanded, upgraded and equipped	Output	0	1	1	2	4	6	Type, Level	Annually	SagMA, GHS, DPs
Number of affected persons/vulnerable groups with access to Covid-19 relief packages	Count the number of affected persons/vulnerable groups with access to Covid-19 relief packages	Output	104	160	200	280	340	420	Sex	Quarterly	SagMA, CSOs, DPs, Private Sector, Financial Institutions, NBSSI, Corporate Organizations
Number of PWDs provided/supported with technical/ vocational/skills training	Count the number of PWDs provided/supported with technical/vocational/skills training	Outcome	21	46	71	96	121	146	Sex	Quarterly	SagMA, DSWCD, GES, CSOs, DPs
Number of teaching and non- teaching staff awarded	Count the number of teaching and non- teaching staff awarded	Output	10	12	20	30	30	30	Sex, type, level	Annually	SagMA, GES, DPs, CSOs, Private Sector

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

Indicators	Indicator Definition	Indicator Type	Baseline 2020	Targets					Disaggregation	Monitoring Frequency	Responsibility
				2021	2022	2023	2024	2025			
Number of ICT and e-learning centers established in schools and communities	Count the number of ICT and e-learning centers established in schools and communities	Output	2	2	4	4	4	4	Level	Quarterly, Annually	MA, Telecoms
Proportion of youth equipped with ICT skills	This measures the proportion of youth equipped with ICT skills given by numerator= No. of youth equipped with youth and denominator= Total number of youth in the district	Outcome	1.5%	5%	15%	25%	35%	50%	Sex, Level	Quarterly, Annually	MA, Telecoms, DPs, CSOs, Private Sector, benevolent organizations/individuals
Road sector database established and master plan prepared	Record Yes=1 and No=0 if the Road sector database established and master plan prepared	Output	0	1	N/A	N/A	N/A	N/A	Type	Quarterly, Annually	MA, DUR
Proportion of good roads	Measure the quality of roads by looking at the Proportion of good roads. This is given by numerator=Number of road in good condition, denominator multiply by 100	Outcome	7.5%	10%	15%	20%	25%	30%	Type	Quarterly, Annually	MA, DUR
Km of pedestrian walk ways constructed	Count the number of Km of pedestrian walk ways constructed	Output	2.7%	5%	15%	20%	25%	30%	Type	Quarterly, Annually	MA, DUR
% change of local materials/Labour used in production	Measures the proportion of change of local materials/Labour used in production given by the numerator= amount of local materials/ labour used in production, denominator=Total amount of material or labour used in production multiply by 100	Output	4.3%	10%	20%	30%	40%	50%	Type	Quarterly, Annually	MA, MWD, Private Sector, TAs
No. of warehouses/storage facilities constructed	Count the number of warehouses/storage facilities constructed	Output	5	8	12	16	20		Type	Quarterly, Annually	MA, MWD, Private Sector, TAs

Indicators	Indicator Definition	Indicator Type	Baseline 2020	Targets					Disaggregation	Monitoring Frequency	Responsibility
				2021	2022	2023	2024	2025			
No. of local plans prepared and implemented	Count the number of local plans prepared and implemented	Output	50	10	10	10	10	10	Type	Quarterly, Annually	MA, PPD, TAs, Private Sector
No. permits issued annually	Count the number permits issued annually	Outcome	40	60	80	100	120	140	type	Quarterly, Annually	MA, PPD, TAs, Private Sector
% change in waste collected	Measures the change in proportion of waste collected given by the numerator=change in amount of waste collected and denominator=total waste multiply by 100	Output	23%	30%	35%	40%	50%	60%	Type	Quarterly, Annually	MA, EHSU, ZOOMLION GH.
% change in waste recycled	Measures the change in proportion of waste recycled given by the numerator=change in amount of waste recycled and denominator=total amount of waste multiply by 100	Outcome	0%	30%	35%	40%	50%	60%	Type	Quarterly, Annually	MA, EHSU, ZOOMLION GH.
No. of parks and tourist sites constructed	Count the number of parks and tourist sites constructed	Output	0%	1%	2%	4%	6%	8%	Type	Quarterly, Annually	MA, DNC, GTA
% change of visits to parks and tourist sites	Measures the change in proportion of tourist/visitors who goes to the tourist sites given by the numerator=change in amount of visitors to the site, and denominator=total number of visitor to Greater Tamale area multiply by 100	Outcome	0%	100%	10%	20%	30%	40%	Sex, type	Quarterly, Annually	MA, GTA

## Pillar: Governance (OBJECTIVE: Build efficient and transparency systems to promote peace, security and accountability)

Indicators	Indicator Definition	Indicator Type	Baseline 2020	Targets					Disaggregation	Monitoring Frequency	Responsibility
				2021	2022	2023	2024	2025			
No. of PPEs distributed	Count the number of PPEs distributed	Input	N/A	N/A	N/A	N/A	N/A	N/A	Type	Monthly	MA, National Security
% of security systems automated	This measures the proportion of security systems automated given by numerator=Number of security systems automated, and denominator=Total number of security systems	Outcome	N/A	15%	40%	55%	70%	80%	Type	Quarterly, Annually	National Security
Proportion of ratable data collected and automated	Measures the proportion of ratable data collected and automated as against what is available. Thus Numerator=amount of ratable data collected and automated, denominator=all ratable data	Outcome	60%	75%	85%	90%	95%	100%	Type	Quarterly, Annually	SagMA, CSOs, DPs, Zonal Coucils, Private Sector
% change in IGF collection	It measures the % change in IGF collected by the MA. Thus numerator=the amount change between the current and previous IGF, denominator=Total IGF collected by the MA	Outcome	20%	30%	40%	50%	50%	20%	Type	Monthly	SagMA, CSOs, DPs, Zonal Coucils, Private Sector, TAs
No. of sensitizations/education and consultations held on revenue mobilization and utilization	Count the number of sensitizations/education and consultations held on revenue mobilization and utilization	Output	7	6	4	4	4	4	Type, No.	Quarterly	SagMA, CSOs, DPs, Zonal Coucils, Private Sector, TAs
No. of zonal councils operational	Count the number of zonal councils operational	Output	1	3	3	3	3	3	No.	Quarterly	MA
% change in IGF collected by zonal councils	It measures the % change in IGF collected by zonal councils. Thus numerator=the amount change between the current and previous IGF, denominator=Total IGF collected by the zonal councils	Outcome	2.7%	5%	12%	15%	20%	20%	Type	Monthly	MA, TAs



Indicators	Indicator Definition	Indicator Type	Baseline 2020	Targets					Disaggregation	Monitoring Frequency	Responsibility
				2021	2022	2023	2024	2025			
No. of educations and sensitizations conducted on COVID- 19 Protocols and teenage pregnancy and parenting	Count the number of public educations and sensitizations conducted on COVID- 19 Protocols and teenage pregnancy and parenting	Output	35	20	TBD	TBD	TBD	TBD	Type	Monthly	MA, Traditional and Religious leaders
% change in teenage pregnancy	% change in teenage pregnancy	Outcome	15%	-2%	-5%	-7%	-10%	-12%	Level	Quarterly	MA, Traditional and Religious leaders
% Assembly activities on e-governance	This measures the proportion of Assembly activities on e-governance platform given by numerator=number of activities on e-governance platform, denominator= All Activities	Outcome	0%	5%	10%	15%	25%	40%	Type	Quarterly	MA
No. of research, monitoring and evaluations conducted	Count the number of research, monitoring and evaluations conducted	Output	4%	6%	8%	8%	8%	10%	Type	Quarterly	MA
No. of staff trained	Count the number of staff trained to enhance their work	Output	20	40	40	60	40	80	Sex	Quarterly	MA
No. of office equipment procured for automation	Count the number of office equipment procured for automation	Input	30	10	10	10	10	10	Type	Quarterly	MA



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