

Sefwi Wiawso Municipal 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



Ghana recorded its first incidence of Covid-19 case on 12th March 2020 in the Greater Accra region. This incident impacted all sectors of the national as well as the local economy. The inhabitants of Sefwi Wiawso were also impacted in a number of ways. The pandemic resulted in limited access to agriculture input for farmers; collapsed and distressed businesses, reduced profits and sales; resulted in job losses; reduced household income; halted economic activities; and increased food insecurity.

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

The Sefwi Wiawso 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 achieve a resilient local economy, quality educational and health systems as well as to ensure that the Municipality build back better.

The Municipality is grateful for the technical and financial support provided by the National Development Planning Commission (NDPC) and United Nations Development Assistance [UNDP] in the preparation of the document. This partnership will be nurtured further towards raising the necessary financial resources for the implementation of all proposal for the relief, recovery, resilience and transformation of Sefwi Wiawso Municipality within the period of 2021 to 2025 and even beyond.

Honourable Louis Owusu-Agyepong
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.



Mensah-Abrampa, PhD
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, and Sefwi Wiawso Municipal Assembly was no exception. The pandemic resulted in limited access to agricultural inputs for farmers; collapsed and distressed businesses, reduced profits and sales; job losses; reduced household income; and increased food insecurity.

With the assistance of National Development Planning Commission [NDPC] and United National Development Programme [UNDP], the Municipality assessed the impact of covid-19 on the local businesses, educational and health systems, provision and access to basic 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 recovery plan is guided by the national recovery framework and based on four pillars, namely: local economy, people, infrastructure, and governance. Specific Objectives per the four recovery pillars are as follows:

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

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 Sefwi Wiawso municipal assembly are:

1. Digitisation
2. Formalization and growth of businesses
3. Development of untapped tourism potentials
4. Development of modern warehousing

Being successful will be based on achieving key targets within the time horizon. These targets include:

1. Percentage of all business formalized
2. Percentage of municipal population being coverage by mobile cellular network at both rural and urban areas
3. Percentage of basic schools utilizing ICT effectively in both teaching and learning
4. Percentage operational capacity of modern warehouse
5. Percentage of key functions of the Assembly digitised

Implementation of recovery actions is estimated to cost GH¢33,564,510. The sources of funds will include IGF, Public Private Partnership arrangements, available global funds, Donor support and Government of Ghana.

Introduction

Chapter

1

Chapter One: Introduction

1.1 Background

The recent outbreak of corona virus (COVID-19) has impacted countries throughout the world, Ghana not being an exception. The outbreak in Ghana prompted the Government to introduce a number of preventive measures as well as identify infected individuals and treat them. The preventive measures included closing down of schools, mosques and churches, ban on social gatherings, social distancing, and campaigns for people to avoid handshaking and for vigorous hand-washing 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 that all national borders close to human traffic (but opened to goods and services). A fourteen-day mandatory quarantine and testing of all new arrivals through the airports and a three-week partial lockdown in the Greater Accra and Kumasi area (and other adjoining areas identified as hotspots for the spread of the disease), were also introduced.

These measures have had profound effects on the economy of Ghana in all developmental dimensions i.e. socially, economically, environmentally, spatially. It is therefore important to know the extent to which these measures have affected the economy especially at the sub-national level. In general, the Ghana Statistical Service (GSS) with support from UNDP is conducting a survey to

assess the impact of COVID-19 on businesses and communities. Beyond this, it is important that MMDAs are able to build back better local economies from the impact of COVID-19, boost Local Economic Development (LED) and build resilience against similar local and external shocks.

1.2 Incidence of Covid-19 at the National Level

Ghana was not spared by this pandemic, the first imported case was reported on 12 March 2020 and since then the virus has spread with current total number of infected cases being 46,829 with 46,060 recovered and 303 deaths as at October 7, 2020. Ghana, like other countries also instituted a containment measure with the objective to “limit and stop the importation of the virus; contain its spread; provide adequate care for the sick; limit the impact of the virus on social and economic life; and inspire the expansion of our domestic capability and deepen our self-reliance”.

As a result, a 3-week partial lockdown in two of its major cities i.e. Accra and Kumasi with restrictions on movement of people, closure of borders by land, sea and air to passenger traffic, prohibitions on social gatherings, closure of schools, suspension of consular services, and increased public education on the need for improved hygiene and social

distancing. Additionally, to reduce the severity of the impact on the vulnerable and excluded in the society, government provided stimulus packages in the form of absorbing water bills for all Ghanaians for three months (April-June) and 50 percent reduction in electricity bill for all. Further, cooked meals were also provided to vulnerable groups in the above-mentioned areas among other things. These measures in addition to the impact of the pandemic on the global economy especially with Ghana's major trading partners (USA, Europe and China) has led to deep economic slump.

1.3 Incidence Of Covid-19 at The District Level

As already mentioned, the pandemic has affected over one-hundred and ninety (190) countries worldwide. It has severely affected the economy of Ghana and that of the Western North Region which includes the Sefwi Wiawso Municipality. The Municipality recorded its first case of the virus on the 7th of May 2020 and has since recorded about 113 cases with one death. As of November 1st, 2020, the Municipality has zero active cases, but samples of two (2) suspected cases have been sent to KCCR for which the results are pending. In line with the measures put in place by government at the national level to prevent the spread of the virus such as the observance of social-distancing and practicing of good hygiene at transport terminals, market centers and other public places economic activities slowed at these places affecting incomes of local businesses. Activities of Transport

Operators, Chop Bars, Hoteliers, Food Vendors, Drinking Spots, and Restaurants were scrutinized by a Monitoring Team established by the Sefwi Wiawso Municipal Assembly to ensure that Good Hygienic Practices were strictly adhered to in these facilities. In addition, Educational institutions were closed and four (4) of these institutions, namely Senior High Schools; St Joseph Senior High School, Asawinso Senior High School and Sefwi Wiawso Senior High School designated as quarantine centres.

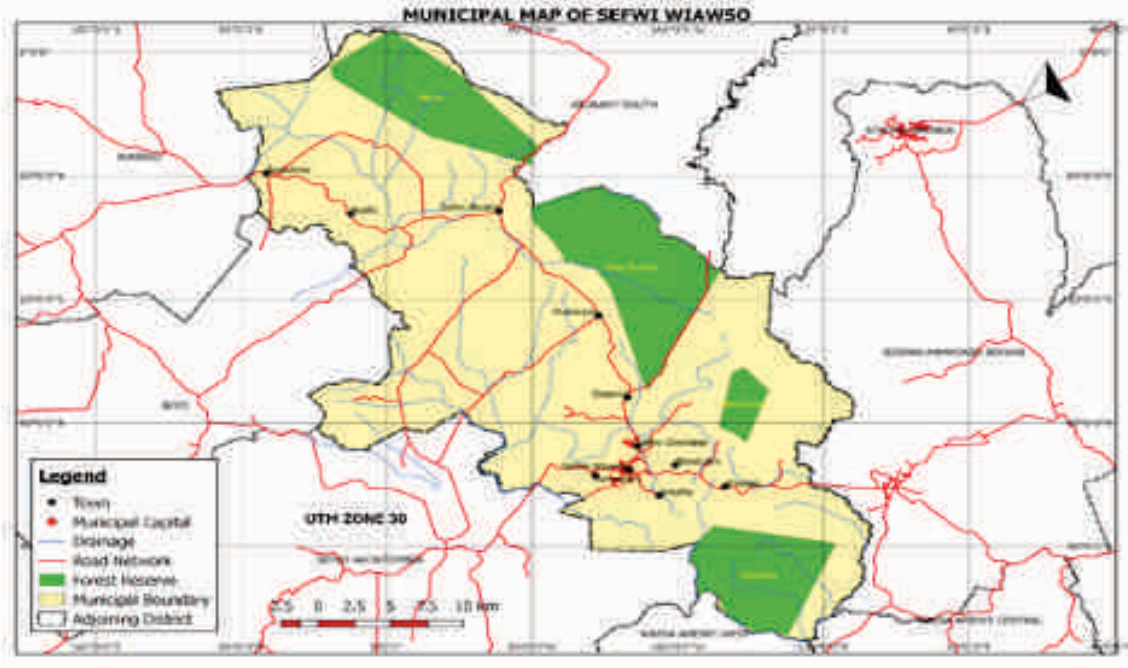
1.4 District Profile / Characteristics

1.4.1 Physical and Natural Environment

The Sefwi Wiawso District Assembly was established by LI 1386 in November, 1988 under PNDC Law 207 and became a Municipality through the LI 2015 in June 2012. The Municipality has as its neighbours Juaboso District to the North-west, Bodi district to the West, Sefwi Akontombra District to the South-west, Wassa Amenfi West and Wassa Amenfi Central to the South, Atwima Mponua and Bibiani- Anhwiaso-Bekwai to the South-east and to the North-east is the Asunafo South District. The administrative capital of the Sefwi Wiawso Municipal Assembly is located at Sefwi Wiawso. The Sefwi Wiawso Municipality lies between latitudes 6°N and 6° 30' N and Longitudes 20° 45' W and 20° 15' W. The Municipality covers an area of 1,011.6 sq.km. The map below depicts the location in relations to the neighbouring Districts of the Municipality.

Location and Size

Figure 1. Political Boundary of Sefwi Wiawso Municipality



1.4.2 General Socio-Economic Profile of Urban Areas of the Municipality

Economy

The Municipal Assembly as the Planning Authority relies heavily on taxes and levies on rural agricultural produce for running its administrative machinery. Dwinase and Asawinso are the main revenue generating centres in the Municipality as many of the economic activities are concentrated there. Other economic activities that serve as employment to 26 percent of the labour force include logging and lumbering, information and communication industry, public and civil service, petty trading, hotel and catering industries, finance and insurance, as well as auto mechanics, dressmaking and hairdressing. These artisan and retail traders ply their trade mostly along major roads in the urban areas in the

municipality. This is because these major roads provide easy access to their clientele, and so increasingly exacerbating both vehicular and human traffic where such trades are high.

1.5 Overall Objective

The Overall objective of the Recovery Plan is to build back better from the impacts of COVID-19, boost Local Economic Development (LED) and build resilience against local and external shocks.

Specific Objectives per the recovery pillars are as follows:

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 transparency systems to promote peace, security and accountability.

1.6 Guiding Principles

The recovery plan is guided by the framework prepared by National Development Planning Commission (NDPC) in collaboration with the United Nations Development Programme (UNDP).

The fundamental principles underpinning the recovery plans are community approach, inclusiveness, phased approach and sustainability. These principles of development fall within existing development aspirations of Ghana which are documented in the Coordinated Programme of Economic and Social Development Policies, Medium-Term National Development Policy Framework, Ghana@100, and Ghana CARES (“Obaatanpa”) programme.

Community approach – For any institution to recover, it will require the participation and collaboration of all its major stakeholders (governmental agencies, policy makers, people, businesses, NGOs, 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, engagement and involvement of marginalized groups throughout the process. The elderly,

persons with disability, homeless and other vulnerable groups must be engaged at 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.

1.7 Recovery Pillars

The framework centered on assessment of global and local conditions, identified four interconnected pillars to underpin the recovery. Brief descriptions of the pillars are as follows:



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

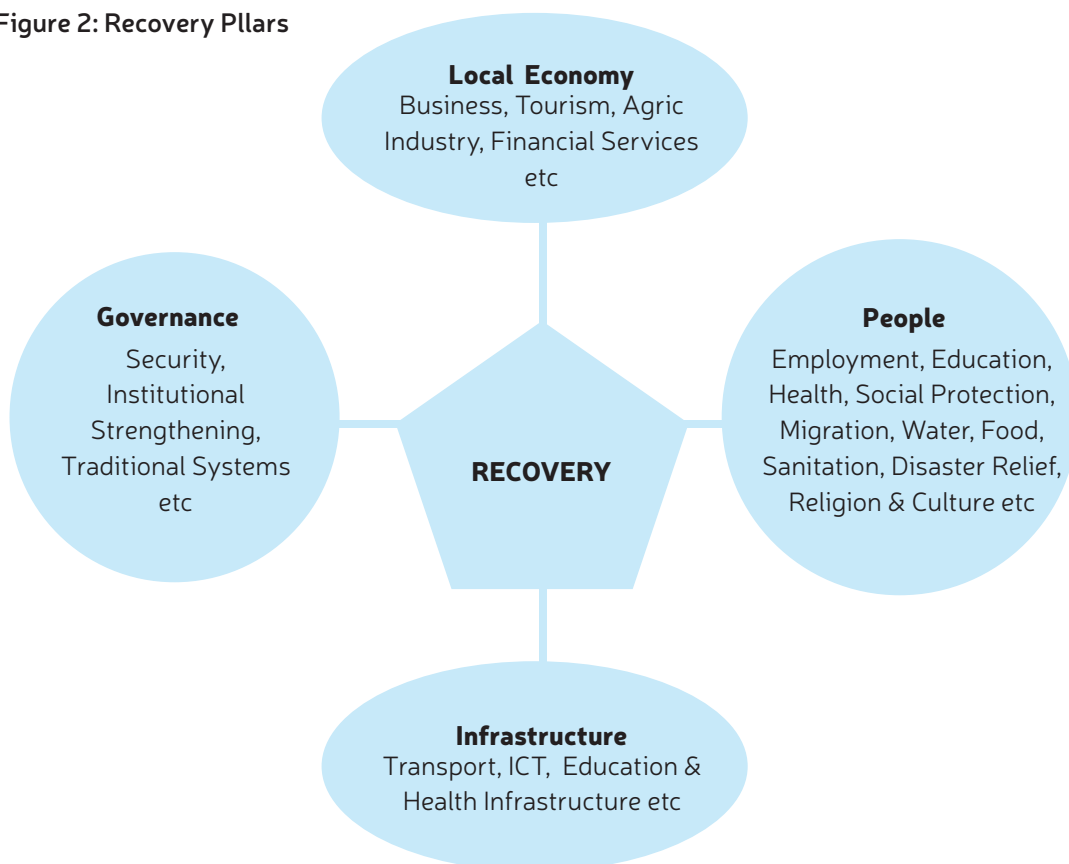
should focus on values, mindset and attitudinal changes that create the condition for pursuing development, rather than on a list of projects that Government is to implement.



d. 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.

Figure 2: Recovery Pillars



Source: National Recovery Framework, 2020

1.8 Why we need to act?

1.8.1 Impact on households and businesses

The COVID-19 pandemic has undoubtedly had negative effects on households and businesses, as well as the local economy in Ghana. Available data shows the dire negative impacts on various sectors of the country for which recovery is required. Some of these impacts of COVID-19 are contained in number of tracker surveys on business, households and local economy conducted by Ghana Statistical Service as shown in the table below:

Table 1. Impact of covid-19 on businesses, households and local economy

BUSINESS

During Ghana's partial lockdown, an estimated

35.7% business establishments and **24.3%** household firms were shut down.

46.1% business establishments report to have reduced wages for

25.7% of the total workforce, translating into wage reduction for estimated 770,124 workers.

The top three policies that firms desire include **loans with subsidized interest rates** (61.0 percent), **cash transfer** (32 percent), and **deferral of rent payment** (20.9 percent).

HOUSEHOLDS

77.4% of households in Ghana experienced a decrease in income since March 16, 2020 when COVID-19 restrictions were introduced. This means that approximately 22 million Ghanaians are affected by reduced household income

82.8% of households who reported non-farm family business (36.1%) as an income source said they experienced a decrease in income since March 16, 2020.

77.4% of households reported to be severely affected by increase in prices of food.

35% of basic school children and 28.0% of SHS were not engaged in any form of learning while they were at home

LOCAL ECONOMY

Overall, 35.3% of localities saw an increase in crime during the lockdown period. Prices of products increased in all localities by an average of 4.2%.

Source: GSS Tracker surveys on businesses, households and local economy, 2020

Moreover, the general expectation of most districts (38.5%) is that Coronavirus will be with us for more than a year before the local economy can recover from the pandemic. Over 30 percent of districts indicated they had no idea when the local economy might recover from COVID-19. A greater proportion of districts which were affected by the lockdown had worst expectations on when they might recover from the pandemic than the rest of the district. Under such circumstances, a recovery must be carefully planned and executed to ensure that districts build back better.

How We Did It & What People Said

Chapter

2

Chapter Two:

How We Did It And What People Said

2.1 How we did it

The preparation of this recovery plan benefited from the following activities which were undertaken in collaboration with the UNDP; MOF and the Sefwi Wiawso Municipal Assembly. The activities are:

1. A desktop review of the relevant literature on local economic development; emergency recovery; and GSS COVID-19 tracker survey. In addition, a review of the District Medium-Term Development Plan (2018 – 2021) was also done to examine the socio-economic background of the assembly.
2. A stakeholder consultation was held in Sefwi Wiawso in September 1-2, 2020. Participants at the consultation included; municipal chief executive, district coordinating director, planning officers, budget officers, heads of various governmental agencies, traditional leaders, business groups, farmers, gender groups, district director of education, district director of Health, district director of social welfare, district director of agriculture, civil society organizations (CSOs), faith-based organizations, business organizations, employers and entrepreneurs.
3. Key informant interviews of selected senior officials of the municipal assembly.
4. Drafting of the recovery plan: The Working Group members involved in the drafting of this recovery plan include representatives from: NDPC, UNDP and planning officer of the Sefwi-Wiawso Municipal Assembly.



2.2 What Community People Said?

Local Economy

The Sefwi Wiawso Municipality is a predominantly rural economy, with agriculture and its ancillary activities being the mainstay of the economy. Agriculture employs about 74 percent of the active population. With the advent of Covid-19, farmers' access to farm inputs such as seeds, fertilizers and insecticides became limited; coupled with this was restricted access to markets for farm produce. Vegetable farmers, for instance, lost a chunk of the demand for their produce when hotels, restaurants, food joints and other institutions ceased operation. Farmers reported having incurred financial loss due to their inability to sell their produce or were compelled to sell for very low prices. Again, due to poor transportation network and lack of storage facilities, incomes were lost to farmers as farm produce rotted in remote areas. A report was also made to the effect that, Covid-19 brought about shortage of labour leading to disruptions to production and processing of food, notably for labour intensive crops.



Photo Credit: theindependentghana.com

As reported by the local mechanical-fitter representative during the consultative forum, the pandemic affected Garages in the Municipality negatively. Specific mention was made of the lack of important vehicle repair parts (spare parts) needed to deliver routine services. Others lost their investment capital and could not also save enough to repay loans taken from banks. Additionally, the imposition of restrictions on movement, as employees and the general workforce were encouraged to work from home, was reported to have culminated in reduction in customers (dampening demand) and more infrequent movement of vehicles. Consequently, very few vehicles needed maintenance works.

Similarly, tailors and seamstresses were hit with a reduction in patronage due to the absence or postponement of big events, such as weddings, festivals, and other religious and social events, in response to the restrictions and protocols on large gatherings. Lower demand caused these artisans to produce below capacity. As a result, debts were accumulated as revenue almost ceased although artisans had to bear overheads cost, particularly, rent. Following from the above, it is obvious that the Covid-19 pandemic has revealed the above



Photo Credit: theindependentghana.com

category of business as a high-risk venture to some extent. This could partly be attributed to the fact that the pandemic caused restriction for social events and therefore number of people who patronised their services declined drastically.

Infrastructure

The road network in the municipality is largely in a bad condition. The road network consists of 234.5km of highways and 514km of feeder roads. The poor road network contributes significantly to cost of production and has an impact on the price of input in the local market as well. However, it was reported that despite the crucial role infrastructure development play towards the transformation of the district, the execution and completion of several infrastructure projects within the district were delayed since most construction materials used by the contractors are sourced outside the district. In addition, the cost of the materials also witnessed a significant increase which made contractors to put a lot of projects on hold..

People

Jobs

Petty trading which employs a significant proportion of the informal sector workers was affected during the weekly Tuesday trading. Private school teachers' livelihood and that of other artisans like dress-makers, mechanical fitters, carpenters, masons etc was also greatly affected.

Education

During the crisis households' expenditure on internet service increased due to expenses on online learning tools and resources. With low technological knowhow of most students, the learning standards was severely affected within the Municipality. In addition, students from public and some private schools could not complete their second and third term curriculum for the 2019/2020 academic year and this consequently affected their academic work.

Health

The operational cost of health facilities has increased with the acquisition of PPEs as well increased workload of health staff due to the covid-19 protocols that should be followed. Moreover, patient's attendance numbers have significantly dropped due to suspicion of contracting the pandemic.

Social Protection and Immigration

As a result of the closure of schools, some children within the municipality have been exploited and used as farm labour. This is because most children of school going age were made to support their parents as farm hands. Also, waywardness of children was also reported to have increased because some school children had very little to do. .

Food and water security

The crisis resulted in arbitrary price hikes of commodities which are not directly produced within the Municipality such as rice, sugar, toothpaste, which worsened the plight of communities suffering from

water shortage. On the contrary, the support from children and other family members on family farmlands resulted in increased productivity of agricultural produce.

Sanitation

The Covid-19 pandemic has resulted in an increased awareness of good hygiene and sanitation habits within the Municipality. A lot of institutions including the Municipal Assembly embarked on a number of sensitization campaigns on cleanliness and environmental hygiene.

2.3 What the Technocrats said

Officials at Sefwi Wiawso Municipal Assembly provided their assessment of the impact of covid-19. This is summarized below in table 2.1.

Table 2.1: Assessment of Covid-19 impacts by the Assembly

Area	Impact of Covid-19
Businesses	Collapse and distress of businesses, reduced profit & sales, layoffs
Households	Loss of job, reduced household income, food insecurity
Local Economy	Loss of job, reduced household income, food insecurity

Significant challenges were faced by the Assembly with revenue generation and protection of jobs and livelihoods. Internally Generated Funds of the Assembly amounted to GHS 313,895.33 in second quarter of 2020 compared to GHS 946,062.62 the same period in 2019. This represents 66.8 percent reduction over the period. The greatest reduction was observed in fees and fines. However, revenue from licenses increased over the same period.

What Should be Done

Chapter

3

Chapter Three:

What Should Be Done?

In transforming the economy, restoring business and providing support to the affected, there are key actions that needs to be taken. These are shown in the 3.1 below. The Municipal Planning Coordinating Unit will lead other departments of the assembly to draw detailed work plans to implement these key actions.

Table 3.1: Actions to be Taken

Pillar I: Local Economy

Action/Activity/ Intervention	Time frame		Funding		Implementation Arrangement	Type (Relief, Mitigation, Recovery, Transformative, Resilience)
	Short 2021	Medium (2022- 2025)	Cost (GHc)	Source		
Reduce rate paid by businesses by between 10 and 30 percent	✓		19,800.00	IGF	BAC, NBSSI	Relief
Facilitate soft loans with lower interest rates for MSMEs	✓		35,000.00	GoG	BAC, NBSSI	Relief
Introduce innovative digital marketing platforms that connect MSMEs/Farmers to engage in businesses.	✓	✓	95,000.00	GoG	BAC, NBSSI	Recovery
Assist businesses to formalise	✓	✓	42,000.00	GoG	BAC, NBSSI	Recovery
Organise annual business fair to promote effective market linkage with other districts	✓	✓	340,000.00	GoG	BAC, NBSSI	Transformation
Establish Local Entrepreneurship awards to boost entrepreneurship	✓	✓	345,000.00	Donor	BAC, NBSSI	Transformation
Take advantage of CARES Programme to benefit businesses in the Assembly	✓	✓	554,000.00	Donor	BAC, NBSSI	Mitigation

Action/Activity/ Intervention	Time frame		Funding		Implementation Arrangement	Type (Relief, Mitigation, Recovery, Transformative, Resilience)
	Short 2021	Medium (2022- 2025)	Cost (GHc)	Source		
Modernize agricultural practice through: <ul style="list-style-type: none"> • Irrigation • Improve access to improved seeds • Improve access and use of agricultural machinery 		✓	5,230,000.00	Donor	Department of Agriculture	Transformation
		✓	200,000.00	GoG	Department of Agriculture	Transformation
		✓	9,959,000.00	Donor	Department of Agriculture	Transformation
Facilitate the establishment of light manufacturing industries for key produce: <ul style="list-style-type: none"> • Plantain • Oil palm • Coconut 		✓	280,000.00	Donor	BAC Department of Agriculture	Transformation
		✓	2,300,000.00	Donor	BAC Department of Agriculture	Transformation
		✓	285,000.00	Donor	BAC Department of Agriculture	Transformation
Expand the market for raw materials beyond the Municipality		✓	78,000.00	Donor	BAC, NBSSI	Transformation
Secure private sector support to develop tourist sites		✓	48,000.00	GoG	BAC, NBSSI	Transformation
Institute training schemes for Artisans in the Sefwi Wiawso Municipality through Technical and Vocational Education to improve their skills in construction.	✓		554,000.00	Donor	BAC, NBSSI	Mitigation
Grant soft loans with 10% interest rate to MSMEs	✓	✓	80,000.00	IGF	BAC/NBSSI/ASSEMBLY	Relief/ Transformational
Total – Local Economy			20,784,800.00			

Digital Market



Modernising Agriculture



Photo Credit: GNA

Pillar II: People

Action/Activity/ Intervention	Time frame		Funding		Implementation Arrangement	Type (Relief, Mitigation, Recovery, Transformative, Resilience)
	Short 2021	Medium (2022- 2025)	Cost (GHc)	Source		
Sustain educational campaign on observing the Covid-19 protocols	✓		15,000.00	GoG	ISD	Relief
Intensify information dissemination of existing education e-platforms by Government	✓		120,000.00	IGF	ISD GES	Relief
Institute voluntary schemes to assist with workload at health facilities	✓		1,200,000.00	GoG	BAC, NBSSI	Relief
Mobilize support to provide ICT facilities in basic schools from: <ul style="list-style-type: none"> • Communities • Philanthropic groups, etc. 	✓	✓	2,600,000.00	Donor	Planning Unit	Recovery
Promote preventive health in communities.	✓	✓	230,000.00	GoG	MHMT	Recovery
Introduce awards schemes to schools placing emphasis on ICT	✓	✓	125,000.00	GoG	GES	Mitigation
Collaborate with GES to make ICT examinable in the Municipality		✓	230,000.00	Donor	CA/ Planning Unit	Transformation
Total – People			4,520,000.00			



Pillar III: Infrastructure

Action/Activity/ Intervention	Time frame		Funding		Implementation Arrangement	Type (Relief, Mitigation, Recovery, Transformative, Resilience)
	Short 2021	Medium (2022- 2025)	Cost (GHc)	Source		
Facilitate the provision of ICT infrastructure, especially in rural areas	✓	✓	830,000.00	Donor	Central Admin	Transformation
Facilitate the establishment of Modern warehousing for plantain preservation		✓	4,230,000.00	Donor	Central Admin	Transformation
Total – Infrastructure			5,060,000.00			

Impression of prospective warehouse



Pillar IV: Governance

Action/Activity/ Intervention	Time frame		Funding		Implementation Arrangement	Type (Relief, Mitigation, Recovery, Transformative, Resilience)
	Short 2021	Medium (2022- 2025)	Cost (GHc)	Source		
Digitise the operational processes of the Assembly:						
• Development application	✓	✓	50,000.00	Donor	PPD/ Finance/ Budget	Relief Transformation
• Revenue mobilization	✓	✓	83,000.00	Donor	PPD/ Finance/ Budget	Relief Transformation
• Demand notices	✓	✓	15,900.00	Donor	PPD/ Finance/ Budget	Relief Transformation
• Payment platforms	✓	✓	6,000.00	Donor	PPD/ Finance/ Budget	Relief Transformation
• Service complaints	✓	✓	1,500.00	Donor	PPD/ Finance/ Budget	Relief Transformation
• E-planning	✓	✓	280,000.00	Donor	PPD/ Finance/ Budget	Relief Transformation
Promote research and development	✓	✓	165,000.00	GoG	Central Admin	Transformation
Undertake green recovery measures involving all sectors of the Municipality	✓	✓	1,000,000	Donor	Central Admin	Relief Transformation
Total – Governance			1,601,400.00			



Revenue Mobilization Strategy

Chapter

4

Chapter Four:

Revenue Mobilization Strategy

4.1 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 is inspired by the Integrated Assembly Financing Framework (IAFF) and key national documents including Ghana Beyond Aid and Ghana@100. The financing strategy for Sefwi Wiawso Municipal 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:

Estimated cost of Recovery Plan

Pillar	Budget (GHc)
Local Economy	20,704,800.00
People	4,520,000.00
Infrastructure	5,060,000.00
Governance	1,601,400.00
Monitoring & Evaluation	1,598,310.00
Grand Total	33,564,510.00

- 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, Sefwi Wiawso Municipal 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 Consolidating the existing revenue sources

In consolidating existing revenue strategies, the Municipality 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, Sefwi Wiawso Municipal Assembly will seek to:

- a. Improve tax collection mechanisms through
 - building capacity of tax collectors to maximize tax revenue;
 - establishing an electronic and geo-referenced 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

4.3 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 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, 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.

4.4 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).

4.5 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.

Sefwi Wiawso Municipal 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.

4.6 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 Sefwi Wiawso Municipal 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 Sefwi Wiawso Municipal Assembly will consider setting up and facilitating investment opportunities for the diaspora.

**How do we
know we have
Succeeded?**

Chapter

5

Chapter Five:

How Do We Know We Have Succeeded?

5.1 Monitoring and Evaluation

For the first implementation year of this Plan, 2021, concentration will be on monitoring rather than evaluation. Midterm and post evaluations will be done in the medium term i.e., 2022-2025. An estimated amount of GH 1,598,310 will be required for the overall monitoring and evaluation of the recovery plan. The framework below provides details of how the progress of implementation of the recovery plan will be tracked.

Sefwi Wiaso Municipal Assembly would succeed with recovering from the impacts of covid-19 and eventually building resilience when its people successfully overcome the immediate and long-term adverse health, social and economic consequences of COVID-19 pandemic. Table 5.1 provides key indicators to assess overall performance regarding the implementation of key recovery actions.

Table 5.1: Monitoring Matrix**Pillar I: Local Economy**

Indicators	Indicator Definition	Indicator Type	Baseline 2020	Targets					Disaggregation	Monitoring Frequency
				2021	2022	2023	2024	2025		
Number of tourist sites catalogued	Total number of sites identified for tourist potential that meets Ghana Tourist Authority standards	Outcome	Tourist sites catalogue does not exist	40%	40%	40%	40%	40%	Sex Type	Quarterly Annual
Number tourism promotional activities undertaken	Count of activities to promote tourist sites such as preparation of brochures, advertisements on websites, mass and social media etc	Outcome	Tourist sites catalogue does not exist	30%	30%	30%	30%	30%	Type	Quarterly Annual
Percentage change in informal businesses	Number of new informal businesses recorded in a given year expressed as a percentage of the previous year's number. Informality is characterised by: 1. Absence of official protection and recognition. 2. Non coverage by minimum wage legislation and social security system. 3. Predominance of own-account and self-employment work. 4. Absence of trade union organization. 5. Little job security. 6. No fringe benefits from institutional sources.	Outcome	Number of informal businesses =	10%	10%	15%	25%		Type	Quarterly Annual

Pillar II: People

Indicators	Indicator Definition	Indicator Type	Baseline 2020	Targets					Disaggregation	Monitoring Frequency
				2021	2022	2023	2024	2025		
Proportion of health care facilities supported	Number of health facility supported with COVID-19 related resources including advise, materials, facilitated to secure funds, etc expressed as percentage	Output	10%	40%	60%	80%	100%	100%	Type Locality [urban, rural]	Quarterly Annual
Proportion of basic schools with ICT equipment	Number of basic schools with functional desktop computers	Output	TBC	TBC	TBC	TBC	TBC	TBC	Type Locality [urban, rural]	Quarterly Annual
Basic school ICT Index	A composite rank of basic schools involving the following: 1. adequacy of functional computers 2. quality and effectiveness of ICT teaching 3. application of ICT equipment to support teaching and learning	Outcome	TBC	TBC	TBC	TBC	TBC	TBC	Locality [urban, rural]	Quarterly Annual
Number of mass media/ social media sensitization on COVID -19	Count of media campaigns on covid-19 prevention and protocols	Output	Tourist sites catalogue does not exist	100%	100%	100%	100%	100%	Type Locality [urban, rural]	Quarterly Annual

Pillar IV: Governance

Indicators	Indicator Definition	Indicator Type	Baseline 2020	Targets					Disaggregation	Monitoring Frequency
				2021	2022	2023	2024	2025		
Extent of digitization by the Municipality	<p>Efforts towards digitising the following six key functions of the Assembly expressed as percentage. These functions are:</p> <ul style="list-style-type: none"> • Development application • Revenue mobilization, • Demand notices • Payment of platforms • Service complaints • E-planning 	Outcome	None of the functions are currently digitised	Conduct Feasibility studies on digitisation	Development application processes digitised	Revenue mobilisation processes mobilised	Demand notices and payment platforms digitised	Service complaints and E-planning processes digitised	By function;	Annual Quarterly

5.2 Dissemination and Communication

This section describes the processes that will be followed to and document achievement of recommended actions and also indicate arrangements for sharing lessons learnt and best practices. Communication and dissemination will be done during the planning, implementation and monitoring phases to key stakeholders such as Western North Regional Coordinating Council (WNRCC), NDPC, MLGRD, DACF Administrator, OHLGS, NGOs, CBOs, CSOs, FBOs, media houses, DPs, MPCU, Assembly and Unit Committee members, Traditional authorities. This is to achieve the under-listed objectives;

- a. Informing stakeholders of progress made
- b. Ensure transparency and accountability in programme initiation and implementation
- c. Motivate stakeholders to actively involve themselves in development issues
- d. Improve implementation of development interventions
- e. Promote understanding and commitment among stakeholders
- f. Promote organizational learning and sharing of lessons

Means of Communication	When/Period	Responsibility
Mobile Phones	Invitations, Consultations, Advocacy, Information Dissemination	Records, MPCU
Memos & Letters (both hard and soft copies)	Invitation, Consultation, Reporting, Information Dissemination	Records, MPCU
Briefing Meeting	Media and Community Engagements	MCE, MCD, Directors, MPCU Assembly members, Unit Committee members
Publications in soft and hard copies (Quarterly and Annual Reports, banners, assembly website)	Reporting, Information Sharing	Assembly members, Unit Committee members, MPCU, Records

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