



Kassena Nankana West District Assembly COVID-19 Recovery Plan 2021 – 2025



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District Planning Coordinating Unit



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ACRONYMS

CAP-BuSS	Coronavirus Alleviation Programme – Business Support Scheme
CARES	COVID-19 Alleviation and Revitalization Enterprise Support
CLTS	Community-Led Total Sanitation
CSOs	Civil Society Organisations
DMTDP	District Medium-Term Development Plan
GSS	Ghana Statistical Service
IGF	Internally Generated Funds
KNWDA	Kassena Nankana West District Assembly
LED	Local Economic Development
M&E	Monitoring and Evaluation
MMDAs	Metropolitan, Municipal and District Assemblies
NDPC	National Development Planning Commission
PPEs	Personal Protective Equipments
PPP	Private-Public-Partnership
RIAP	Revenue Improvement Action Plan
SDGs	Sustainable Development Goals
SPVs	Special Purpose Vehicles
STWSS	Small Town Water Supply Systems
UNDP	United Nations Development Assistance
VSLAs	Village Savings and Loan Associations
WASH	Water, Sanitation and Hygiene

Foreword



The 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. Kassena Nankana West District Assembly was no exception. The district being a border district has been greatly impacted by the Covid, especially during the border closure. Some of the impacts include collapsed and distressed businesses, low sales, job losses, limited patronage of tourist sites like the Paga Crocodile Pond, increase in social vices, low access to quality healthcare, and increased food security.

The District Assembly being the development agent of the area partnered with the National Development Planning Commission (NDPC) and the United Nations Development Assistance (UNDP) to develop possible

solutions to the challenges faced as a result of the Covid. The development of the solutions was done in consultation with the people of the district.

The Kassena Nankana West Covid-19 Recovery Plan contains strategic interventions that would ensure that the district build back better from the impact of COVID-19, boost Local Economic Development (LED) and build resilience against internal and external shocks. It is envisaged that businesses would be supported, critical infrastructure developed, health and well-being improved, vulnerable supported, and transparency and efficiency systems built to promote peace, security and accountability.

The District Assembly is thankful to the National Development Planning Commission (NDPC) and United Nations Development Assistance (UNDP) for the technical and financial support received in the preparation of the document. The District is also thankful for the support received from the citizens of the district in the document's development. The District will continue to nurture the partnership to ensure that the Recovery Plan is fully implemented.

HONOURABLE GERARD ATAOGYE
District 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
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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. Kassena Nankana West District Assembly was no exception. The pandemic resulted in limited access to agriculture input for farmers; collapsed and distressed businesses, reduced profits and sales; job losses; reduced household income; halted economic activities; and increased food insecurity.

With the assistance of the National Development Planning Commission (NDPC) and United National Development Programme (UNDP), the District 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 internal and external shocks. The objective is to be achieved between 2021 and 2025. 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 Kassena Nankana West District Assembly include:

1. Facilitate long-term low interest loans to MSMEs
2. Strengthen Village Savings and Loan Associations (VSLAs) among businesses
3. Facilitate the creation and sustaining of community level business emergency fund
4. Development of untapped tourism potentials
5. Promote the use of local labour and artisans by contractors
6. Facilitate the provision of subsidized water pumps for irrigation purpose during the dry seasons for market driven crops-pepper and tomatoes
7. Facilitate the establishment of light industry in processing pepper and tomatoes
8. Digitisation of Assembly's operational processes
9. Tax incentives for start-up and vulnerable businesses
10. Provision of WASH facilities in schools, health facilities and markets
11. Strengthening the use of E-learning in all basic schools
12. Promotion of the re-integration of teenage pregnant girls in school

13. Establish and strengthen adolescent health corners in all health facilities
14. Development of E-Database for vulnerable groups

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

1. Establishment of light industry in pepper and tomatoes
2. Existence of business emergency fund
3. Digitization of 3 operations of the Assembly
4. IGF increased by 35 percent
5. 5 Area Councils provided with offices
6. Existent and fully functional database on the vulnerable
7. Establishment of two warehouses and 10 market stores
8. 20 schools, 7 health facilities and 4 markets with functional WASH facilities
9. Re-integrate 10 girls in schools
10. 600 health workers provided with PPEs
11. Establishment of six adolescent health corners

Implementation of recovery strategies is estimated to cost over 10 million Ghana Cedis. The sources of funds will include IGF, Public Private Partnership, Development Partners, Global funds and Government of Ghana.

Introduction

Chapter

1

Chapter One: Introduction

1.1 Background

The recent outbreak of the novel coronavirus (COVID-19) has impacted countries throughout the world, including Ghana where 45,655 cases have been confirmed as at September 17 2020, 3:35pm CEST. This resulted in the institution of several measures including the closure of schools, borders and airports, and partial lockdown of some major cities. These restrictive measures have had a negative impact on the lives and livelihoods of people, businesses and government operations at all levels.

To mitigate the negative impact of the pandemic, Government has implemented a number of interventions under the Ghana COVID-19 Alleviation and Revitalization Enterprise Support (Ghana CARES) programme to stabilise, revitalise and transform the economy. These included: the distribution of free masks and sanitizers; the provision of food stuff to the less privileged; free water and electricity; a GH¢750 million soft loan programme dubbed the Coronavirus Alleviation Programme – Business Support Scheme (CAP-BuSS) to support MSMEs (GH¢700 million) and Creative Arts, the Media, and the Conference of Independent Universities (GH¢50 million); a GH¢2 billion Guarantee Facility to support all large enterprises and for job retention; a GH¢100 million Fund for Labour and Faith-Based Organisations for retraining and skills development (Retraining

Programme); an Unemployment Insurance Scheme to provide temporary income support to workers who are laid off due to the pandemic; a syndicated loan of GH¢3 billion to support industry, especially in the pharmaceutical, hospitality, service and manufacturing sectors.

Despite these measures, there are still impacts been felt at the local level that still require addressing. Hence, 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 internal and external shocks. The specific objectives of the plan are to:

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

1.2 Profile of the District

The Kassena Nankana West District Assembly was created in 2008 under L.I. 1855, made up of 134 communities, with a total land area of 1,004 sq. km. It is bordered to the North by Burkina Faso, South by Kassena-Nankana Municipal, Bongo District to the North-East, Bolgatanga Municipal to the East, Builsa North District to the southwest and the Sissala East District to the West. It has a population of 74,120 (50.8% females; and 49.2% males) with agriculture as its predominant economic activity, employing over 80 percent of the workforce aged 15 years and older.

The major crops grown are millet, sorghum, rice, groundnuts, leafy vegetables, cowpea, Bambara beans, okra, cotton, pepper, tomatoes, and Onion. However, the low vegetation cover of the area hampers sufficient rainfall, thereby reducing underground water supply as well as affecting the level of soil fertility in the district. Severe droughts remain a key challenge to farming activities.

The unemployment situation is worse during the prolonged dry season when very little farming activity takes place. People continue to engage in sand and gravel winning, though this is vehemently discouraged in the district. It has a total feeder road length of 156.9km (127.9km engineered and 29km un-engineered) with the agricultural areas having difficulty in accessing the roads to send their produce to the market.

The district suffers from insufficient health facilities and inadequate health

professionals including midwives and medical assistants. The primary source of water to the people are boreholes, hand-dug wells, Small Town Water Supply Systems (STWSS), and other natural water sources such as rivers, dams, ponds, and dugouts. The areas sharing boundaries with Burkina Faso in particular are known to have difficulties in controlling community-led total sanitation (CLTS), hence, the need for collaboration between Ghana and Burkina Faso.

The location of the district attracts students from the neighbouring country, Burkina Faso. A key challenge in the educational system is that many schools are being conducted under mud structures and trees, coupled with inadequate learning materials and teaching staff. The district is challenged with school dropout, teenage pregnancy and poor interest of parents to enrol their children in school.

Despite the potential for tourism, most of the district tourist sites are highly underdeveloped, resulting in substantially low revenue from tourism.

While there are no large-scale manufacturing industries, a number of small-scale food processing, craft, and manufacturing industries exist. The light industries operating in the district comprise of tradesmen and artisanal handymen in the areas of metal fabrication, auto mechanic works, technical works, painting, plumbing, and the like which are springing up at all corners of the district.

Generally, women lack access to productive resources and are only responsible for the bulk of household activities. Men have remained the primary decision-makers. This is worsened by the dowry system which makes the wife the 'property' of her husband to be used as a "labour".

1.3 Why we need to act?

The adverse impacts of the COVID-19 pandemic on Ghana's economy cannot be underestimated. This health shock has largely affected lives and livelihoods, and businesses both at the national, regional and local levels.

Between 10th to 25th June 2020, the Ghana Statistical Service (GSS) conducted a Household and Jobs Tracker Survey to assess the real impacts of the pandemic on household welfare across the 16 regions. The findings revealed that the pandemic had posed a national fear, with about 9 in every 10 households reporting being fearful. A significant proportion of households suffered from price increases, with more than 50 percent of households reducing their consumption levels to cope with the situation. School children were equally impacted, and this was severe for those from poor households who lack learning infrastructure such as computers, smart phones and internet.

A Business Tracker survey was conducted by the GSS to assess the actual impact of the pandemic on businesses across the 16 regions between May 26 and June 17, 2020. The findings revealed that one-third (35.7%)

of businesses were closed down during the partial lockdown. Even with the easing of the restrictions, about 16.1 percent of them were still found to be closed, and this was particularly worse among those in the accommodation and food sector. Also, more than 2 in every 5 (46.1%) businesses reported a reduction in wages for about one-fourth (25.7%) of the workforce. As a coping strategy, 37.5 percent and 9.0 percent respectively relied on the use of mobile money and internet to transact their businesses. The pandemic has reduced business confidence in future sales and employment.

The Local Economy Tracker survey was also conducted by the GSS to measure the impacts of the pandemic on localities across the 16 regions between May and June, 2020. The findings showed that about a third (34.1%) of local economies experience increase in crime activities. In response to the Covid-19 pandemic, localities received different forms of assistance from government and non-state organizations. A significantly higher proportion (over 60%) of districts had no mitigating measures against the shock. More than 30 percent and 40 percent of local economies in border districts did not enjoy government incentives for subsidies on electricity and water respectively; this was primarily due to the fact that these localities lacked such social amenities. Averagely, over one-third (39%) of localities are of the view that their economies will take more than one year to recover from the present pandemic.

The pandemic has negatively affected the implementation of the district medium-term development plan (DMTDP) in diverse ways. Key among them is: reduction in revenues, delay in stakeholder consultations and project execution, and disruptions to the district plan.

Reduction in revenue inflows from both IGF and central government.

The DMTDP is implemented mainly with funds from the central government, IGF and donors. The outbreak of Covid-19 affected the inflows from the central government and donors to the district. IGF mobilization also reduced because most businesses who pay fees to the Assembly were adversely affected by the closure of the border. Revenue collectors could not go out to mobilize at the peak of the pandemic because of the risk that were associated with coming into contact with rate payers. These have affected the Assembly's ability to implement some activities in the 2020 Annual Action Plan.

Delay in stakeholder/community engagements

The implementation of most activities in the DMTDP has to do with the involvement of stakeholders or community members, many of such activities could not be implemented during the period of high restrictions due to the ban on public gathering. Even in cases where such activities were implemented, the participation of stakeholders were restricted.

Delay in the execution of projects/activities

The implementation of some activities has delayed because funds were not release in time either by the central government or the development partners, and those that were to be funded with IGF delayed because the Assembly could not mobilize enough in the first half of the year. The partial lock down of the national capital and the greater Kumasi Metropolitan area also caused the delay in the execution of some projects in the district. This is because the contractors could not access certain materials needed for the execution of the projects and the only option was for them to wait for the lockdown to be lifted.

Disruptions to the plan

The Covid-19 pandemic has caused the District Assembly to implement projects and activities that were not originally part of the DMTDP, thereby affecting the implementation of the planned activities. For instance, the Assembly extended water to four major markets in the district in order to ensure constant supply of water in the markets for people to do regular washing of their hands. The funds used for the execution of the project was meant to construct boreholes in selected communities.

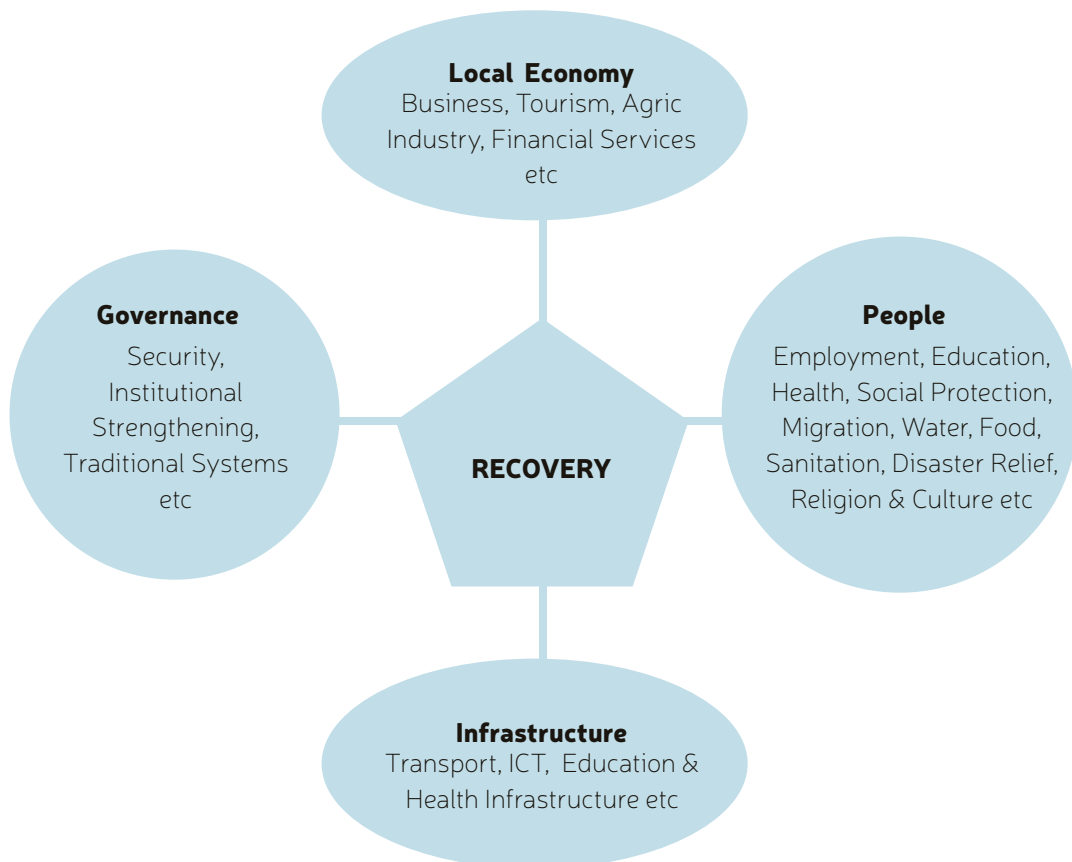
This district profile underscores the extent of weak resilient structures to face unanticipated internal and external threats. Further, the findings reveal the vulnerability of the Kassena Nankana West District to the Covid-19 pandemic. This calls for a recovery plan to guide the District to initiate measures to mitigate and recover from the current shock while

putting in measures or strategies to be resilient to future shocks, including non-health disasters.

1.4 Framework and Guiding Principles

The recovery plan was based on the recovery framework developed by NDPC. The framework, based on assessment of global and local conditions, identified four interconnected pillars to underpin the recovery. These are the Local Economy, People, Infrastructure, and Governance (see Figure 1). These pillars 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 (“Obaatampa”) programme.

Figure 1: Pillars for Recovery



Source: NDPC, 2020

The recovery plan would be guided by the principles of inclusiveness, community and 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.

How We Did It & What People Said

Chapter

2

Chapter Two:

How We Did It And What People Said

2.1 Introduction

The recovery plan was prepared in a participatory approach, utilising all available data and eliciting the views of the people to inform it. The details of the approach and the views of the people are presented in this chapter.

2.2 How we did it

The recovery plan was done through various stages. The stages included: desk review, stakeholder consultation, key informant interviews, drafting of the plan, validation of the plan, and launching of the plan.

2.2.1 Desk Review

This involved the review of literature on Covid-19, including surveys conducted globally and in country like the Business, Household and Jobs, and Local Economy Trackers. The review also involved analysing existing recovery plans developed by countries and companies to respond to the Covid-19 pandemic.

2.2.2 Stakeholders Consultation

This involved the congregation of all stakeholders including private sector, government, traditional authorities and vulnerable groups, to review and share their views on the impact of Covid-19. The forum also provided an opportunity for stakeholders to propose the desired state and its corresponding actions. Stakeholders were clustered into four pillars, namely; Local Economy, Infrastructure, People and Governance.

2.2.3 Key Informant Interview

This was done to compliment the stakeholder consultation. The interview was with the Coordinating Director, Finance Officer and the Planning Officer. The interview sought to assess the effect of Covid-19, the actions been instituted by the Assembly and the level of preparedness towards recovering and transforming the Assembly post-Covid.

2.2.4 Drafting of Plan

This involved the planning officers of the selected MMDAs and technical staff of NDPC meeting to analyse the data gathered from the desk review, stakeholder consultation, and key informant interviews. The analysis informed the drafting of the recovery plan for the Kassena Nankana West District Assembly.

2.2.5 Stakeholder Validation

This involved the submission of the draft recovery plan to the people in the Assembly for their review and inputs for finalisation. Stakeholders were grouped under the pillars of People, Local Economy, Infrastructure and Governance to extensively review the proposals in the plan to ensure it was consistent with their aspirations for the District post-Covid.

2.2.6 Launch of Plan

This involved officially presenting the plan to the public to allow for transparency and also for all to be able to

keep track and support its implementation.

2.3 What did people say?

The impact of Covid-19 has been varied on different stakeholder groups – individuals, businesses, governments, etc. Thus, the need to ascertain the perspectives of the varied groups. This section presents the views as expressed by stakeholders in the focus group discussions and key informant interviews across the four pillars – Local Economy, people, infrastructure and governance.

2.3.1 Local Economy

The local economy is one of the areas that has been adversely impacted by the outbreak of Covid-19 in Ghana, and the Kassena Nankana West District is no exception. The focus group discussion with actors in the local economy in the district revealed that businesses find it difficult in paying their rents, as a result of low returns, since the outbreak of Covid-19. Most businesses in the district especially in the district capital are now experiencing very low sales as a result of the closure of the border.

“Covid has had a severe impact on my business. I am a baker, and the closure of borders has left my bread business struggling. This is because my key clientele are persons that come from Burkina”. *Hajia Kamaru Salifu*

The Banking sector has also been impacted by Covid-19. The Naara Rural Bank which is the only financial institution operating in the Kassena

Nankana West District is experiencing an increase in non-performing loans.



Naara Rural Bank

The Agricultural sector which is the main driver of the local economy has also been hit by low sales of produce. A number of people in the District engaged in vegetable farming both in the dry and rainy seasons, have had their sales drop as their main customers from Accra and Kumasi have stopped patronising since the outbreak of Covid-19.

The patronage of the tourist centres in the District, i.e., the Crocodile Ponds, the Pikworo Slave Camp and the Sirigu Pottery Art Center, have reduced significantly. For instance, the Crocodile Pond which used to record an average of twenty (20) visitors a day now record an average of five (5) visitors a day in August.



Crocodile Pond

Furthermore, the few hotels, guest houses, restaurants and "chop bars" that were thriving mainly on tourists and visitors from the neighbouring Burkina

Faso are now experiencing very low patronage because of the closure of the border and the reduction in the number of tourists to the district.

Paga has about 15 fuel stations operating. These fuel stations are largely patronized by vehicles travelling from the neighbouring Burkina Faso through the Paga Border and since the closure of the border, the traffic through Paga to Burkina Faso has reduced drastically thereby impacting negatively on the sales of the filling stations resulting in the closure of a number of them.

2.3.2 People

The adverse impact of Covid-19 on the local economy has resulted in a number of people losing their jobs. For instance, a number of the guest houses and hotels have had to lay-off their workers because they could no longer afford to pay them. In addition, with the closure of schools, people employed as teachers by private school owners, have been in their homes without salaries ever since the closure of schools.

Education of the children in the District has been affected immensely since the

closure of the schools. The closure of schools has led to an increase in social vices. For instance, 21 pregnant girls took part in the 2020 WASSCE examinations. The discussions with the people revealed that children have been deprived of the opportunity to learn and has even exacerbated the inequality with access to education.

Another negative impact of the pandemic on the people is low access to quality healthcare. This is as a result of the fact that many people now fear accessing healthcare at the health facilities for fear of contracting the virus or being declared positive for Covid-19. This fear has caused many people to result to self-medication at home which sometimes lead to complication.

The pandemic has put the lives of healthcare workers at risk because of inadequate Personnel Protection equipment (PPEs). The absence of adequate PPEs has caused some healthcare workers not to be committed to their work for fear of being infected by the virus.

Also, a lot of households have been hit with food insecurity issues as a result of the loss of jobs and low incomes. It



Paga Hospital

came out from the discussions with the people that some bread winners who have lost their jobs or have their incomes reduced are no longer able to provide enough food for themselves and or their families.

The pandemic has also resulted in high cost of living especially during the period of the lock down. The basic commodities that people depend on are mostly transported from Accra and Kumasi and during the partial lockdown these commodities became scarce thereby causing their prices to increase. For example, the average price for a tin of ideal milk in Paga increased from GH¢ 3.50 to GH¢ 4.00 within the few weeks of the partial lockdown period.

One other major issue that was revealed from the discussions with the people was the inadequate protection of the poor and vulnerable (Women, physically challenged and children). For example, majority of the poor and vulnerable in the district did not benefit from the free

water policy instituted by government to cushion them, due to the fact that they are not connected to the small-town water systems.

2.3.3. Infrastructure

Apart from the major trunk road that leads to Burkina Faso through Paga, not even a single kilometer of the 156.9km feeder roads in the district is tarred. The poor road condition in the district is affecting transportation of people and goods especially farm produce to market centres in Paga and Chiana. This affects the ability of farmers to generate income to feed their families. This has been exacerbated by the impact of Covid.

One major infrastructure challenge in the district is poor internet connectivity. The closeness of the district to Burkina Faso means that there is interference in the network of many communities. This has had a negative impact, especially on the children, given that since the closure of the schools all educational activity has been shifted online. The poor internet



Untarred Road

connectivity has also affected the ability of the few businesses that utilise the internet to sell their produce.

2.3.4. Governance

A major security challenge that Covid-19 has created in the Kassena Nankana West District is the increase in illegal entries into the district through unapproved route. The closure of the border has made a lot of people who wish to do business or attend to social events in Ghana, to enter using many unapproved routes. This poses a security challenge to the District, especially with reports of terrorist attacks in Burkina Faso. The health authorities are unable to keep track of these illegal entrants to test them to know their Covid-19 status. This has the tendency of spreading the Covid-19 virus in the district if they are positive.

The emergence of Covid-19 has also resulted in the reduction of the Internally Generated Funds (IGF) of the Assembly. For example, the IGF

mobilized by the Assembly as at 31st June 2020 was GH 103,554.24 which is less than the GH 183,364.86 mobilised at the same period in 2019; this is in spite of the fact that IGF has always been higher in every current period than the previous one over the past decade. The 77.1 percent shortfall is as a result of the fact that most businesses experienced low sales and could not pay for their fees, rates and rents. Another factor for this was that revenue collectors could not go out to mobilize at the peak of the pandemic because of the risks that was associated with coming into contact with people.



District Assembly



Paga Border

What Should be Done & How it Should be Done

Chapter

3

Chapter Two:

What Should Be Done And How Should It Be Done

3.1 Introduction

The chapter provides actions required to address the identified challenges of the impact of Covid-19. It highlights the timeframe and actors as well as the financial requirements for achieving the goal and objectives of the recovery plan.

3.2 What should be done

The recovery of the district is dependent on the institution of appropriate measures. The plan recognises that all sectors of the economy are critical for achieving the recovery and as such has identified key actions (see Table 1). These actions would need to be detailed out into activities during the implementation period. The plan also recognises tourism as a key driver of the recovery. Tourism is a key asset of the Assembly and its enhancement would create jobs, bring in tourists that would increase demand for local goods and services and also provide an avenue for increasing IGF that could be utilised for the development of the District.

3.3 How should it be done

The plan recognises that the Assembly alone cannot implement the actions proposed and as such makes efforts to highlight areas in which other stakeholders could support in the implementation process. It is critical that all stakeholders play their part to ensure that the district is able to fully recover from the adverse impact of Covid-19. This would benefit all stakeholders.

Table 1: What should be done**Pillar: Local Economy****OBJECTIVE:** Support local business, boost economic activities and build a resilient and inclusive local economy

Action/ Intervention	Timeframe		Funding		Implementation Arrangement	Type of measure (relief, recovery, transformative etc.)
	Short (2021)	Medium (2022-2025)	Cost	Source		
Facilitate short and long-term low interest loans to MSMEs	✓	✓	20,000.00	DP	Trade Dept., Naara Rural Bank	Transformative
Facilitate training of informal businesses on basic record keeping	✓	✓	30,000.00	GOG, DP	Trade Dept., District Assembly	Recovery
Strengthen Village Savings and Loan Associations (VSLAs) among businesses	✓	✓	10,000.00	GOG, DP	Trade Dept., DSWCD, DoA	Transformative
Facilitate the creation and sustaining of community level business emergency fund		✓	8,000.00	GOG, DP	TRADE DEPT.	Transformative
Facilitate training on online retail/wholesale platforms and mobile apps	✓	✓	10,000.00	GOG, IGF, DPs	TRADE DEPT.,	Resilience, Transformative
Facilitate the establishment of tourism development committee	✓		2,000.00	GOG, DP	KNWDA, TRADE DEPT., Traditional Authorities, GTA	Recovery
Develop major tourist sites (Chief crocodile pond, Zenga crocodile pond, Pikwara slave camp) to acceptable standards	✓	✓	1,500,000.00	DP, GOG	KNWDA, TRADE DEPT., Traditional Authorities, GTA	Transformative
Partner with the private sector to construct standard hotels and guest houses		✓	10,000.00	KNWDA Private sector	KNWDA, GTA, Traditional Authority	Recovery, Resilience
Train tour guides in communication, narration and presentation skills	✓	✓	8,000.00	DP, GOG	KNWDA GTA	Recovery, Transformative
Promote the use of local labour and artisans by contractors	✓	✓	10,000.00	IGF	DWD	Transformative

Action/ Intervention	Timeframe		Funding		Implementation Arrangement	Type of measure (relief, recovery, transformative etc.)
	Short (2021)	Medium (2022-2025)	Cost	Source		
Facilitate the provision subsidized water pumps for irrigation purpose during the dry seasons for market driven crops-pepper and tomatoes		✓	30,000.00	GOG, DP	Dept. of Agric, KNWDA	Transformative
Facilitate the establishment of light industry in processing pepper and tomatoes		✓	30,000.00	GOG, DP	Dept. of Agric, TRADE DEPT.	Resilience, Transformative
Subtotal			1,668,000.00			

Pillar: Governance

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

Facilitate the effective monitoring along the border and unapproved routes	✓	✓	500,000.00	GOG, DP	GIS, KNWDA	Resilience
Provide area councils with offices and logistics to function properly		✓	960,000.00	GOG, IGF, DP	KNWDA	Resilience
Digitise the operational processes of the Assembly: Revenue mobilization, Demand notices, Payment platforms	✓	✓	70,000.00	IGF, GOG, DP	KNWDA	Transformative
Provide tax incentive for start-up and vulnerable (dying) businesses		✓	50,000.00	IGF	KNWDA	Transformative
Prioritize quarterly and annual town hall meetings on implementation and progress of the recovery plan	✓	✓	80,000.00	GOG, DP	KNWDA	Resilience
Provide training on online meeting platforms to complement physical town hall meetings and day-to-day activities	✓	✓	10,000.00	IGF	KNWDA	Resilience
Subtotal			1,670,000.00			

Pillar III: Infrastructure

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

Action/ Intervention	Timeframe		Funding		Implementation Arrangement	Type of measure (relief, recovery, transformative etc.)
	Short (2021)	Medium (2022-2025)	Cost	Source		
Provide incentives to telecommunications companies to improve the network coverage and internet connectivity	✓	✓	40,000.00	IGF	KNWDA	Transformative
Improve feeder road network system for commercial/farming activities		✓	1,700,000.00	GOG, DP	DWD	Resilience, Mitigation
Facilitate the construction of 2 No. warehouses in the district		✓	20,000.00	GOG	DWD, Dept. of Agric	Resilience, Transformative
Construction of 4No 10 lockable stores in the district		✓	640,000.00	GOG, IGF	DWD	Resilience, Transformative
Facilitate the Improvement of ICT infrastructure (computers, internet) in schools		✓	500,000.00	GOG, DPs, GIFEC	DWD, GES	Resilience
Provision of WASH facilities in schools, health facilities and markets in the district	✓	✓	850,000.00	GOG, DPs	DWD	Resilience, Transformative
Subtotal			3,750,000.00			

Pillar II: People

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

Strengthen the use of E- learning in all basic schools		✓	20,000.00	GOG, DP	GIS, KNWDA	Transformative
Strengthen boys' and girls' clubs in schools and communities		✓	20,000.00	GOG, DP	GES, GHS, GDO	Resilience
Promote the re-integration of teenage pregnant girls in school	✓	✓	30,000.00	GOG	GDO, DSWCD, GES	Resilience, Transformative

Action/ Intervention	Timeframe		Funding		Implementation Arrangement	Type of measure (relief, recovery, transformative etc.)
	Short (2021)	Medium (2022-2025)	Cost	Source		
Establish and strengthen adolescent health corners in all health facilities		✓	50,000.00	GOG, DP	GHS	Resilience, Transformative
Promote preventive health care in communities		✓	6,000.00	GOG, DP	GHS, DEHU	Resilience
Facilitate the earmarking of additional CHPS zones in the district		✓	30,000.00	GOG	GHS	Resilience
Provide equipment for full functionality of the district hospital		✓	2,000,000.00	GOG, DP, IGF	GHS, KNWDA	Resilience
Promote improved hygiene and sanitation behavior in communities	✓	✓	250,000.00	GOG, IGF, DP	EHU, GHS	Resilience
Promote health behavioural change in communities (against self-medication)	✓	✓	50,000.00	GOG, IGF, DP	GHS, EHU	Mitigation, Resilience
Provide PPEs to health professionals	✓	✓	50,000.00	GOG, DP	KNWDA, GHS	Mitigation
Develop an electronic database for vulnerable people in the district		✓	20,000.00	DP, GOG	DSWCD	Resilience, Transformative
Target and prioritize vulnerable people for government interventions	✓	✓	5,000.00	IGF	DSWCD	Mitigation, Recovery
Subtotal			2,531,000.00			
Monitor and evaluate the implementation of the recovery plan	✓	✓	480,950.00	GOG, DPs, IGF	KNWDA	Resilience
GRAND TOTAL			10,099,950.00			

Transformational Actions

Local Economy

1. Facilitate short and long-term low interest loans to MSMEs
2. Strengthen Village Savings and Loan Associations (VSLAs) among businesses
3. Facilitate the creation of community level business emergency fund
4. Facilitate training on online retail/wholesale platforms and mobile apps
5. Development of untapped tourism potentials
6. Promote the use of local labour and artisans by contractors
7. Facilitate the provision subsidized water pumps for irrigation purpose during the dry seasons for market driven crops-pepper and tomatoes
8. Facilitate the establishment of light industry in processing pepper and tomatoes

Governance

1. Digitisation of the operational processes of the Assembly
2. Providing tax incentive for start-up and vulnerable (dying) businesses

Infrastructure

1. Incentivise telecommunications companies to improve the network coverage and internet connectivity
2. Facilitate the construction of warehouses and markets
3. Provision of WASH facilities in schools, markets and health facilities

People

1. Strengthen the use of E- learning in all basic schools
2. Establish and strengthen adolescent health corners in all health facilities
3. Promote the re-integration of teenage pregnant girls in school
4. Develop an electronic database for vulnerable people in the district

How to Finance The Actions

Chapter

4

Chapter Four: How to Finance the Actions

4.1 Introduction

The chapter provides the strategies required to ensure that the actions proposed in the plan are implemented and the goal for recovery is achieved.

It provides a financing strategy required for a successful implementation of the plan. The financing strategy is inspired by the Integrated Assembly Financing Framework (IAFF).

4.2 Financing Strategy

The financing strategy is a critical aspect, as it sets out how funds and investments required to achieve the Kassena Nankana West District Assembly (KNWDA) development objectives will be mobilized and aligned. The financing strategy for KNWDA provides the needed solutions to essential questions on what kind of transformation is envisaged. It therefore sets out how the funds and investment required to achieve KNWDA's 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.

Estimated cost of Recovery Plan

Pillar	Budget (GHc)
Local Economy	1,668,000.00
People	2,531,000.00
Infrastructure	3,750,000.00
Governance	1,670,000.00
Monitoring & Evaluation	480,950.00
Grand Total	10,099,950.00

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”; and
- 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; and
- v. Contain strategies for mobilizing resources and investments from Private Sector, Development Partners and other innovative financing sources.

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

are discussed below.

4.2.1 Consolidating the existing revenue sources

In consolidating existing revenue strategies, the district 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, undertaking of review of the tax rates in relation to the transformative direction in view to ensure maximizing the trade-offs, and strengthening revenue capacities. Specifically, KNWDA 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 KNWDA 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.

4.2.2 Attracting and maintaining Private Sector Investments

a. The district 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 to 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, KNWDA 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.
- stakeholders

4.2.3 Attract and sustain development partner investments

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 KNWDA can enable them develop tailored made programmes to secure funding from these sources.

4.2.4 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.

KNWDA 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 district.

4.2.5 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 KNWDA 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 KNWDA 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 Introduction

Monitoring and Evaluation contributes to strengthening data collection systems, including improving data quality, analysis and use. For the actions to have meaning and allow for all to appreciate, it is essential that an effective monitoring and evaluation system is established. This would provide the basis for assessing the level of implementation of the activities outlined in the plan. The M&E system provides the basis and data for the analysis of the results from implementation.

The District Assembly in collaboration with key stakeholders will closely monitor and evaluate the implementation of the interventions in the plan to ensure progress and accountability. To aid in the monitoring, a results matrix has been developed (see Table 2). The matrix provides the targets to be achieved within the period of the implementation of the recovery plan.

5.2 Lessons Learnt

It is important to learn lessons from the implementation of any plan. Existing systems will be utilised to share lessons gathered from the implementation of the recovery plan. This would include town hall meetings, district assembly meetings, posting of results on the notice board of the assembly, community discussions, among others. These would be done to improve transparency and accountability and also help inform the implementation of subsequent actions.

5.3 Reporting

As part of enhancing transparency and keeping stakeholders aware of the level of implementation of the plan, the Assembly would on quarterly and Annual basis share its reports to NDPC and other stakeholders in line with existing requirements (Act 480, L.I. 2232 and Act 936). Reporting would be done as part of the statutory quarterly and annual reporting arrangements.

Table 2: How Do We Know We Have Succeeded**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
				2021	2022	2023	2024	2025		
Percentage of local artisans and labourers utilised by contractors	Number of local artisans and labourers employed by contractors expressed as a percentage of employed artisans and labourers working in the district	Outcome	20%	30%	40%	50%	55%	60%	Sex, Age	quarterly
Percentage of businesses registered with the registrar general	Count of the number of businesses registered expressed as a percentage of total businesses in the district	Outcome	15%	30%	40%	50%	60%	70%	Private sector (MSMEs) Formal sector Informal sector	Quarterly
Number of youths provided with employable skills	Count of youths provided with employable skills	Outcome	150	100	100	100	100		Sex, Age	Quarterly
Number of businesses owners given short- and long-term loans	Count of business owners that have received loans for up to 5 years	Output	70	150	200	250	300	350	Private sector (MSMEs) Formal sector Informal sector	Annually
Number of business owners trained in simple records keeping	Identified business owners who have been trained in simple record keeping	Output	100	250	350	450	550	650	Sex, Age	Quarterly
Number of VSLAS formed among business groups	Count of the number of VSLA established	Output	20	25	30	35	40	45	Private sector (MSMEs) Formal sector Informal sector	Quarterly
Number of community level business emergency funds established	Count of business emergency funds established at the community level	Output	0	-	2	2	2	2	Private sector (MSMEs) Formal sector Informal sector	Annually

Indicators	Indicator Definition	Indicator Type	Baseline 2020	Targets					Disaggregation	Monitoring Frequency
				2021	2022	2023	2024	2025		
Number of business owners trained on online retail/ wholesale platforms and mobile apps	Number owners who received training on online retail/whole platforms by the BAC or any organization	Output	0	30	40	50	60	70	Private sector (MSMEs) Formal sector Informal sector	Annually
Tourism development committee established	Existence of a tourism committee in the district	Output	Non-existent	Committee established					Sex	Annually
Number of tourist sites developed	Count of tourist sites with developed (improved facilities)	Output	0%	1	2	3	4	4		Quarterly
Number of standard hotels and guest houses constructed	count of hotels guest houses and certified by GTA	Output	3	-	1	1	1	1	Private sector and PPP arrangements	Quarterly
Number of tour guides trained in communication, narration and presentation skills	Count of tour guides who participate in communication, narration and presentation skills by any organization	Output	0	5	10	15	20	25	Sex, Age	Quarterly
Light industry in pepper and tomatoes established	Industry established to process tomatoes and or pepper	Output	0	Start proposal development	Initiate process to lobby private sector	Engagement with private sector	Light industry established	Light industry operational	By Type	Annually
Number of farmers provided with subsidised water pumps for dry season farmers	Count of farmers provided with subsidised water pumps for dry season farmers	Output	0	-	10	10	10	10	Sex	Annually

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
				2021	2022	2023	2024	2025		
Change in IGF	The difference in the amount of IGF collected in a year and the previous year expressed as a percentage	Outcome	-49.16%	15%	20%	25%	30%	35%	Locality (rural, urban)	Annually
Proportion of assembly meetings utilising ICT platforms	Number of Assembly meetings held online expressed as a percentage of total assembly meetings	Outcome	0	20	30	50	50	50	Sex	Quarterly
Number of district operations digitised	Count of district operations digitised	Outcome	0	1	1	1			By Type	Quarterly
Number of illegal routes blocked	Count of illegal roots blocked	Output	2	5	6	7	8	9	Locality (rural, urban)	Quarterly
Number of area councils provided with offices and logistics	Count of area councils provided with office space and office equipment	Output	3	-	2	1	1	1	Locality (rural, urban)	Quarterly
Number of start-up and vulnerable businesses provided with tax incentives	Count of start-up businesses provided tax incentives	Output	0	-	20	20	20	20	Private sector (MSMEs) Formal sector Informal sector	Quarterly
Number of Town hall meetings held on the progress of the recovery plan	Count of town hall meetings on the progress of the recovery plan	Output	0	4	4	4	4	4	By type	Quarterly, Annually



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
				2021	2022	2023	2024	2025		
Percentage of road network in good condition	The total km of classified road network in good condition expressed as percentage of total road network	Outcome	10%	-	10%	10%	10%	10%	Locality (rural, urban)	Annually
Percentage of communities with access to uninterrupted internet service	The number of communities with uninterrupted internet service expressed as a percentage of total communities in the district	Outcome	5%	10%	15%	20%	25%	30%	Locality (rural, urban)	Annually
Number of warehouses constructed	Count of warehouses constructed	Output	1	-	1	1	-	-	Locality (rural, urban)	Quarterly
Number of market stores constructed	Count of market stores constructed	Output	42	-	10	10	10	10	Locality (rural, urban)	Quarterly
Number of schools with WASH facilities	Number of schools with toilets, water, and handwashing facilities	Output	85	-	5	5	5	5	Primary, JHS, SHS	Quarterly
Number of health facilities with WASH facilities	Number of hospitals with toilets, water, and handwashing facilities	Output	28	-	2	2	2	1	Locality (rural, urban)	Quarterly
Number of markets with WASH facilities	Number of hospitals with toilets, water, and handwashing facilities	Output	1	-	1	1	1	1	Locality (rural, urban)	Quarterly
Number of schools with ICT centres	Count of schools with ICT centres	Output	0	-	2	3	3	3	Locality (rural, urban)	Quarterly

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
				2021	2022	2023	2024	2025		
Number of pregnant teenage girls re-integrated in school	Count of teenage pregnant girls who are back to school either before or after delivery	Outcome	50	30	20	10%	10%	10%	Locality (rural, urban)	
Number of children supported with distance/home-based learning	Count of children benefitting from distance/home-based learning	Output	0	-	550	600	650	700	Sex	Quarterly
Number of boys' and girls' clubs strengthened	Count of boys' and girls' clubs strengthened	Output	C- 6 S-45	-	C- 6 S-45	C- 6 S-45	C- 6 c-45	C- 6 c-45	Locality (rural, urban)	Quarterly
Number of functional CHPS Zones	Count of CHPS zones with trained CHOs (functional CHPS zones)	Outcome	31	-	36	40	47	50	Locality	Annually
Number of health workers provided with PPEs	Count of health workers receiving PPEs	Output	354	400	450	500	550	600	Sex	Quarterly
Number of adolescent health corners established and functional	Number of adolescent health corners established and functional	Output	0	-	6	6	6	6	Locality (rural, urban)	Quarterly
Number of preventive health and behavioural change campaigns organized > Health Directorate	Count of campaigns organized on preventive health	Output	12	12	12	12	12	12	Locality (rural, urban)	Monthly
			24	24	24	24	24	24		

Indicators	Indicator Definition	Indicator Type	Baseline 2020	Targets					Disaggregation	Monitoring Frequency
				2021	2022	2023	2024	2025		
Number of vulnerable people captured in electronic database	Number of Vulnerable people with their details captured electronically	Output	0	-	15,000	15,200	15,600	15,800	Sex, age	Quarterly
Number of vulnerable persons benefitting from government interventions	Count of vulnerable people benefitting from all government interventions	Outcome	14,362	14,500	14,700	14,900	15,100	15,300	Sex, age	Quarterly



Credit: UN Habitat

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